

SUSTAINABILITY REPORT FY 2020

CONTENTS

38	Board Statement	47	Social - Training and Development
39	About The Report	48	Social - Occupational Health and Safety
40	Stakeholder Engagement	49	Social - Customer Health and Safety
41	Materiality Assessment	50	Social - Community Involvement
42	Our Achievements	51	Governance - Ethics and Regulatory Compliance
43	Environmental - Energy and Emissions	53	Economic - Economic Performance and Business Recovery
45	Environmental - Water	54	GRI Content Index
46	Environmental - Effluents and Waste		
47	Social - Talent Retention		

BOARD STATEMENT

The Board of Directors (the "Board") of Amara Holdings Limited ("Amara") is pleased to present Amara's fourth annual Sustainability Report for the financial year ended 31 December 2020.

In the past year, the unprecedented COVID-19 pandemic has brought devastating impacts to all industries especially the hospitality, retail and food and beverage ("F&B") industries. Amara has responded to the challenges with pro-active management and operational agility, and we continued to deliver value to our stakeholders.

In light of COVID-19's pervasive health impact, Amara is more committed than ever in our sustainability efforts to protect the health and safety of our employees and customers. We have cared for, engaged and supported our employees to tide through the pandemic and provided training and reskilling for them to meet new career challenges. We have also implemented measures such as SafeEntry, safe distancing, disinfection, temperature monitoring to protect the health of customers in our hotels, malls, office buildings and restaurants.

In 2020, we continued our undertaking in energy reduction, water and waste management and community contribution programmes. We wish to help shape a green planet that our future generations can benefit from.

The Board remains steadfast, resolute and committed in providing guidance and oversight over the identification and management of material factors in Amara's environmental, social and governance ("ESG") performances.

The Board of Directors
Amara Holdings Limited

ABOUT THE REPORT

This Sustainability Report (the “Report”) provides a summary of Amara’s approaches, initiatives and strategies related to sustainability and responsible business practices. The information presented in this Report covers the reporting period from 1 January to 31 December 2020.

REPORTING FRAMEWORK

This Report has been prepared in accordance with the Global Reporting Initiative (“GRI”) Standards – Core option and SGX-ST Listing Manual (Rules 711A and 711B).

The content of this Report is defined by the four reporting principles established by the GRI Standards - Stakeholder Inclusiveness, Sustainability Context, Materiality and Completeness. This Report is also developed with reference to the primary components as set out in the SGX-ST Listing Rules 711B, on a “comply or explain” basis.

SCOPE OF REPORT

This Report covers Amara’s business activities - hotels, malls and office buildings as well as restaurants in Singapore, Thailand and China, as listed below:

Hotels	Malls and Office Buildings	Restaurants
Amara Singapore	100 AM Singapore	Silk Road Restaurant, Singapore
Amara Sanctuary Resort, Sentosa	100 AM Shanghai	Thanying Restaurant, Singapore
Amara Bangkok		Thanying Restaurant, Shanghai
Amara Signature Shanghai		

Amara’s Shanghai businesses (Amara Signature Shanghai, 100 AM Shanghai and Thanying Restaurant, Shanghai) have been newly included in the reporting scope in 2020.

SUSTAINABILITY GOVERNANCE AND REPORT DEVELOPMENT

Our sustainability agenda continues to be directed by the Sustainability Steering Committee (“SSC”) and managed by the Sustainability Task Force (“STF”).

The Board provides oversight for the performance of SSC and STF, which review and assess the Group’s sustainability performance regularly to identify and implement enhancement plans.

FEEDBACK

As part of our continuous efforts on improving our sustainability performance, we welcome you to provide comments or feedback on any aspect of this Report. Please write to corporate@amaraholdings.com.

STAKEHOLDER ENGAGEMENT

At Amara, we recognise the importance of stakeholder engagement in identifying the Group's key sustainability issues from their expectations and concerns.

We strive to build strong and lasting relationships with our stakeholders by engaging them on a regular basis and on various platforms. This has allowed us to make informed decisions and implement the right strategies in developing sustainable businesses.

Amara's approach towards stakeholder engagement is summarised below:

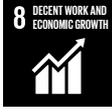
Stakeholder	Platforms	Frequency	Key Feedback/Concern
Investors 	Annual General Meeting Annual report Financial results SGX announcements	Annual Annual Bi-annual Throughout the year	<ul style="list-style-type: none"> • Sustainable profitability and shareholder returns • Long term business growth • Transparent and timely disclosure of information • High standard of corporate governance
Employees 	Induction programme for new employees Training and development programme Career development performance appraisals Recreational and wellness activities Town hall meetings and regular email communications	Throughout the year Throughout the year Annual Throughout the year Throughout the year	<ul style="list-style-type: none"> • Safe working environment • Competitive remuneration and benefits • Training and development opportunities
Customers 	Email feedback Verbal feedback from customers at hotels and restaurants Online feedback channels	Throughout the year Throughout the year Throughout the year	<ul style="list-style-type: none"> • Deliver high quality products and services • Timely response to customer feedbacks and complaints
Suppliers 	Email correspondences with suppliers Tele-conversations with suppliers Regular dialogue sessions with key suppliers and service providers	Throughout the year Throughout the year Throughout the year	<ul style="list-style-type: none"> • Fair and equal treatment of suppliers • Timely payments to suppliers and service providers
Regulators 	Correspondences through email and letters Meetings, dialogue and briefings Memberships in industry associations	Throughout the year Throughout the year Throughout the year	<ul style="list-style-type: none"> • Compliance with changing/prevailing laws and regulations • High standard of corporate governance
Communities 	Corporate philanthropy, such as fundraising drives Corporate volunteering Open communication channels with local communities	Ad-hoc Ad-hoc Throughout the year	<ul style="list-style-type: none"> • Contribution to local communities • Responsible and ethical business practices

MATERIALITY ASSESSMENT

Our first materiality assessment was conducted in 2017, which has identified eight material factors. We endeavour to perform materiality assessment annually to ascertain that the material factors remain relevant to our business. The relevance of material topics is assessed on the factors of importance to Amara's stakeholders and level of impact to Amara's business. All the material factors have been verified and approved by the Board.

Since 2018, we have aligned our material factors with the United Nations' Sustainable Development Goals ("UNSDGs") to demonstrate how our business has contributed to the achievement of these goals.

A summary of Amara's material factors in ESG performance and the mapping of key initiatives to the relevant UNSDGs is shown below:

	Amara's Position	Amara's Initiatives	UNSDGs
Environmental <i>Reducing our environmental footprint</i>	Amara is committed to monitoring our impact on the environment closely, strives to take corrective actions timely, and understand the responsibility we have towards the environment	<ul style="list-style-type: none"> Energy and Emissions We constantly seek new ways to reduce our energy consumption and greenhouse gas emissions (Pgs 43 - 45) 	 
		<ul style="list-style-type: none"> Water We strive to maximise our water usage efficiency without compromising the needs of our operations (Pg 45) 	
		<ul style="list-style-type: none"> Effluents and Waste We encourage our employees to use resources efficiently and practise good recycling habits for general waste, food waste and cooking oils (Pg 46) 	
Social <i>Managing our talent and our responsibilities</i>	Amara aims to engage our customers, employees and the local communities and maintain meaningful relationships	<ul style="list-style-type: none"> Talent Retention We provide staff training and reskilling opportunities We also advocate fair employment by hiring from different backgrounds to build an inclusive and diverse work environment We aim to elevate the skillsets of our workforce and gain a competitive edge in meeting the new challenges imposed by COVID-19 through investing in training and development programmes to upskill and empower our employees (Pg 47) 	 
		<ul style="list-style-type: none"> Occupational Health and Safety We have streamlined and established reporting procedures for workplace incidents (including suspected or confirmed COVID-19 cases) to ensure prompt response to any incidents We have also adopted measures to ensure compliance with statutory workplace safety regulations (including COVID-19 requirements) and cultivate a strong safety culture (Pg 48) 	 
		<ul style="list-style-type: none"> Customer Health and Safety We have established COVID-19, food safety and building safety measures in accordance with the mandatory guidelines set by the local governments We have also rendered assistance to our customers in the crisis of COVID-19 pandemic (Pgs 49 - 50) 	 
		<ul style="list-style-type: none"> Ethics and Regulatory Compliance We have established robust internal controls and governance policies that are the cornerstones of our commitment to ethical standards and compliances with regulatory requirements We seek to continuously improve our data protection measures to ensure the private information of our customers, guests and employees are secure (Pgs 51 - 52) 	
Economic <i>Addressing the flow of capital</i>	Amara's financial performance is the cornerstone of business growth and our return to stakeholders, such as shareholders, employees and the community	<ul style="list-style-type: none"> Economic Performance and Business Recovery Despite the challenges and unforeseeable impact from the COVID-19 pandemic, we will closely monitor and adapt to the changing situation through pro-active management and operational agility to recover our business operations and maintain long term sustainability (Pg 53) 	

OUR ACHIEVEMENTS

Pillars	Material Factors	2020 Targets	2020 Achievements
Environmental	Energy and Emissions	Reduce or maintain the same consumption and intensity levels as 2019	Both consumption and intensity levels were reduced
	Water	Manage consumption levels to an increase of not more than 20% from 2019	Water consumption reduced by 35%
	Effluents and Waste	Reduce total amount of waste generated by 10% and increase the proportion of recycled waste by 10%	Overall reduction in total waste generated by 15% Proportion of recycled waste decreased mainly due to drastic reduction in food production as a result of the COVID-19 pandemic
Social	Talent Retention	Conduct performance appraisal for 100% of employees	Performance appraisal was conducted for 100% of employees
	Occupational Health and Safety	No workplace incident leading to fatalities or permanent disability during the year, as well as zero case of employee infection with COVID-19	Zero case of employee incidents that led to fatalities or permanent disability during the year. Zero case of employee infection with COVID-19
	Customer Health and Safety	No incident of non-compliances with regulatory standards and voluntary codes related to the health and safety of customers	Zero case of non-compliance with regulatory standards and voluntary codes related to the health and safety of customers during the year
Governance	Ethics and Regulatory Compliance	Continue to achieve zero non-compliance with all relevant laws and regulations that result in significant fines or sanctions	Zero incident of non-compliance during the year

ENVIRONMENTAL

At Amara, we endeavour to monitor and reduce the environmental footprint created by our business activities through continuous improvement in resource management practices.

In 2020, there was an overall reduction in our energy and water consumption and waste generation, despite the inclusion of our Shanghai business operations in this Report.

ENERGY AND EMISSIONS

Amara is a home-grown integrated group principally engaged in three business areas – hotel investment and management, property investment and development, and specialty restaurants and food services.

We are committed to reducing energy consumption while not compromising our operational requirements and customer satisfaction. Our properties in Singapore have been consistently accredited with the Building and Construction Authority (“BCA”) Green Mark certification, recognising us as one of the business leaders with strong achievements in environmental sustainability.

In 2020, our properties have maintained their respective BCA Green Mark certifications. Energy savings were observed with our continued efforts in implementing energy saving initiatives.

Award	Properties	Energy Saving Initiatives	Results
Green Mark Gold ^{Plus}	<ul style="list-style-type: none"> Amara Singapore 100 AM Singapore 	<ul style="list-style-type: none"> Variable speed drives on existing chilled water pumps, condenser water pumps and cooling towers Use of energy efficient tubes and light-emitting diode (LED) lighting Rooftop greenery Usage of water sub-meters for cooling tower and swimming pool 	<ul style="list-style-type: none"> Chiller plant system efficiency of 0.625 kW/ton
Green Mark Platinum	<ul style="list-style-type: none"> Amara Sanctuary Resort, Sentosa 	<ul style="list-style-type: none"> Water-cooled system with efficiency of 0.564 kW/RT Energy efficient LED lighting Extensive greenery 	<ul style="list-style-type: none"> Estimated energy savings of 1,654,754 kWh/year Attained PUB Water Efficient Building Certification

We continue to track, monitor, and report our energy consumption across all properties.

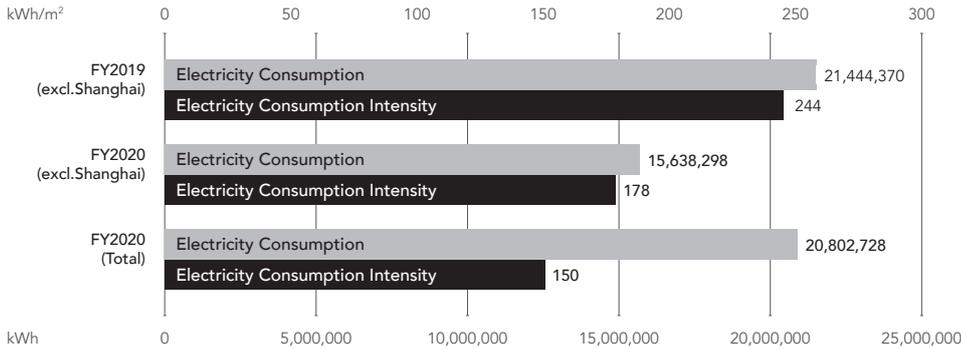
In 2020, we saw a substantial reduction in both electricity and gas consumption due to the COVID-19 pandemic which resulted in partial closure of our hotels, low occupancy rates, and reduction in F&B activities. The following activities in each business have contributed to the reduction in energy consumption:

Business	Activities
<ul style="list-style-type: none"> Amara Singapore 100 AM Singapore Thanying Restaurant Singapore 	<ul style="list-style-type: none"> Replacement of five old chillers with four new chillers, achieving a new Energy Efficiency of 0.65 (previously > 1.0) Gradual replacement to LED lightings since 2016 Monitoring of electricity consumption on a monthly basis
<ul style="list-style-type: none"> Amara Sanctuary Resort, Sentosa 	<ul style="list-style-type: none"> Replacement of six old air-cooled chillers with four new water-cooled chillers, achieving a new Energy Efficiency of 0.6 (previously > 1.691) Gradual replacement to LED lightings since 2018
<ul style="list-style-type: none"> Amara Bangkok 	<ul style="list-style-type: none"> Electrical equipment for floors with no guest were turned off
<ul style="list-style-type: none"> Amara Signature Shanghai 	<ul style="list-style-type: none"> Escalators and guest elevators shut down after midnight Adjusted indoor temperature based on weather Participation in “Earth Hour” on 28 March 2020 to help spread awareness of the importance of energy conservation

ENVIRONMENTAL

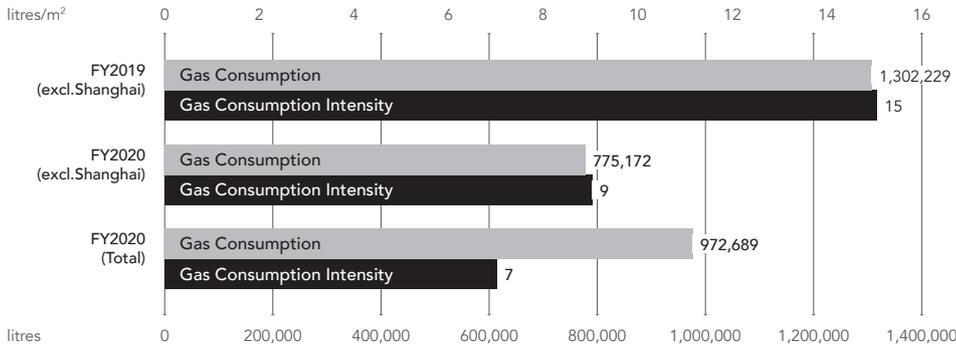
Amara’s electricity consumption (excluding Shanghai business activities) was 15,638,298 kWh in 2020, representing a 27% decrease from 2019. With the inclusion of our Shanghai business activities, the total electricity consumption was 20,802,728 kWh. The overall electricity consumption intensity (i.e. kWh per area of activity tracked) fell by 39% to 150 kWh/m² in 2020 as compared to 244 kWh/m² in 2019.

Graph 1 - Electricity consumption (kWh) and electricity consumption intensity (kWh/m²)



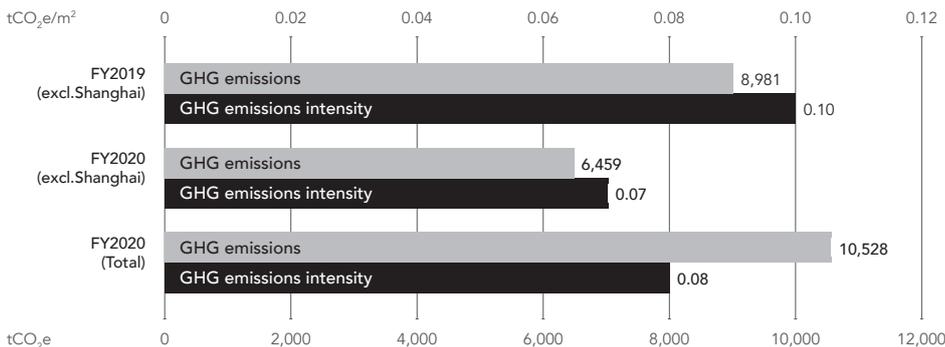
Similarly, gas consumption in 2020 (excluding Shanghai business activities) reduced by 40% to 775,172 litres as compared to 2019. With the inclusion of our Shanghai business activities, the total gas consumption in 2020 was 972,689 litres. The overall gas consumption intensity (i.e. litre per area of activity tracked) fell by 53% to 7 litres/m² in 2020, from 15 litres/m² in 2019.

Graph 2 - Gas consumption (litres) and gas consumption intensity (litres/m²)



Energy consumption directly impacts our greenhouse gas (“GHG”) emissions. Our GHG emissions (excluding Shanghai business activities) decreased by 28% to 6,459 tonnes of CO₂ equivalent (“tCO₂e”) in 2020. With the inclusion of our Shanghai business activities, the total GHG emission increased by 17% to 10,528 tonnes in 2020. This resulted in a reduction of 26% in the overall GHG emission intensity (i.e. tCO₂e per area of activity tracked) in 2020.

Graph 3 - GHG emissions (tCO₂e) and GHG emissions intensity (tCO₂e/m²)



ENVIRONMENTAL

In view of the ongoing COVID-19 pandemic, Amara continues to expect consumption and intensity levels to be reduced or maintained in 2021.

Target for FY2020	Performance for FY2020	Target for FY2021
Reduce or maintain the same consumption and intensity levels as 2019	Both consumption and intensity levels were reduced due to operations affected by COVID-19 pandemic	Reduce or maintain the same consumption and intensity levels as 2020

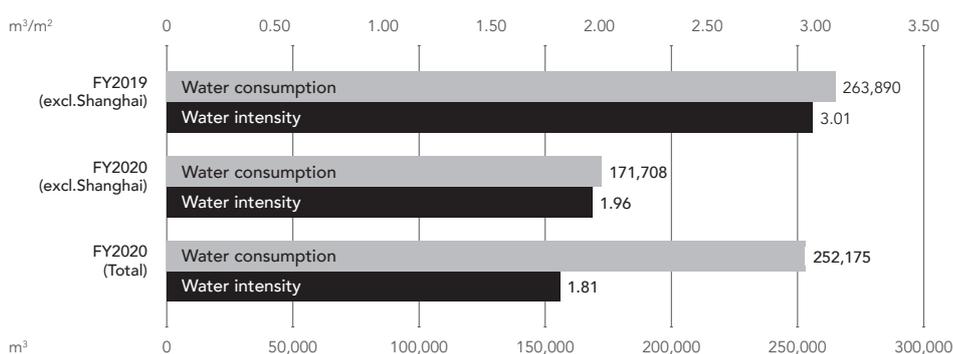
WATER

The World Wildlife Fund (WWF) recognised that with the world's current water consumption rate, two-third of the global population may face water shortages by 2025. At Amara, we constantly strive to improve our water usage efficiency and water resilience without compromising the needs of our tenants and customers.

Our water usage data is closely tracked, monitored and reported to the Public Utilities Board (PUB) Singapore through the Water Efficiency Management Plan (for operations in Singapore).

Not including our Shanghai business activities, Amara's overall water consumption in 2020 decreased by 35% to 171,708 m³ compared to 2019. The total water consumption when including our Shanghai business activities in 2020 was 252,175 m³. The overall water consumption intensity (i.e. m³ per area of activity tracked) fell by 40% to 1.81 m³/m² in 2020 as compared to 3.01 m³/m² in 2019.

Graph 4 - Water consumption (m³) and water consumption intensity (m³/m²)



The primary reason contributing to the reduction in water consumption was due to the COVID-19 pandemic affecting the Group's operations. The following activities in each business have contributed to the reduction in water consumption:

Business	Activities
• Amara Singapore	<ul style="list-style-type: none"> • Close monitoring of water usage: <ul style="list-style-type: none"> ○ Kitchen cleaning outsourced to a contractor with better work processes and higher productivity level ○ Cooking range water usage was reduced ○ More frequent checks and maintenance to prevent potential water leakage
• Amara Sanctuary Resort, Sentosa	• Higher water consumption due to change in water chiller offset by lower occupancy due to COVID-19
• Amara Bangkok	• Low occupancy and F&B demand
• Amara Signature Shanghai	• Lower occupancy during COVID-19 lockdown period

Similar to electricity and gas consumption, Amara expects to maintain or reduce water consumption level in 2021.

Target for FY2020	Performance for FY2020	Target for FY2021
Manage consumption levels to an increase of not more than 20% from 2019	Water consumption reduced by 35% due to operations being affected by COVID-19 pandemic	Reduce or maintain the same water consumption levels as 2020

ENVIRONMENTAL

EFFLUENTS AND WASTE

At Amara, waste generated from our business operations are non-hazardous, which are mainly food waste, cooking oil and general waste. We strive to minimise our waste generation through efficient use of resources and cultivate good recycling habits of our employees.

Our waste disposal methods include reuse, recycle, composting, incineration and landfills. Recycling is the key in our waste management practices. At Amara, food waste, used cooking oil and other wastes (paper, glass, metal, plastic) are recycled. All types of waste generated from our properties are also closely tracked and monitored.

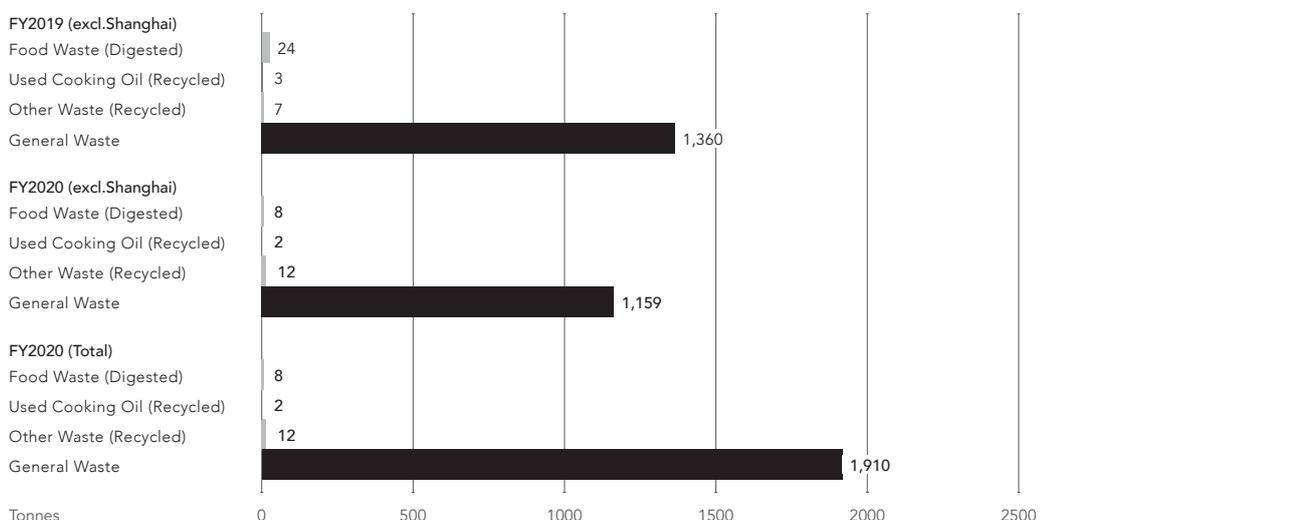
We have adopted the following waste management practices:

- Operated a zero-inventory practice, where we endeavour to order just the right amount to minimise wastages;
- Installed on-site eco-digester at 100 AM Singapore to reduce amount of food waste sent to incinerators;
- Started a green initiative to recycle materials such as paper, metal, plastic and glass at Amara Sanctuary Resort, Sentosa;
- Reducing usage of plastic in food packaging; and
- Implemented response plans to government food waste policy, such as the Clear Plate Food Action at Amara Signature Shanghai.

For Amara Signature Shanghai, some measures undertaken to reduce the production of waste include changing from plastic takeaway meal box to paper meal box; preparing hotel breakfast based on daily occupancy headcount; and following the government’s food waste policy (i.e. Clear Plate Food Action), etc.

Excluding our Shanghai business activities, in 2020, the total amount of waste generated was 1,181 tonnes compared to 1,394 tonnes in 2019. The percentage of food waste, used cooking oil and other waste remains the same as per 2019, which makes up 2% of the total waste generated in 2020. With the inclusion of our Shanghai business activities, the total amount of waste generated in 2020 was 1,932 tonnes.

Graph 5 - Waste generated



There was an overall reduction in waste generated in 2020 compared to 2019, mainly due to the reduced F&B activities from COVID-19 pandemic. The travel restrictions and lockdowns in geographical locations that we operate in have impacted our main core of business in F&B, hospitality and tourism industries. In view of the current pandemic situation which will continue into 2021, we expect the total amount of waste generated to maintain or reduce in 2021.

Target for FY2020	Performance for FY2020	Target for FY2021
Reduce total amount of waste generated by 10% and increase the proportion of recycled waste by 10%	Overall reduction in total waste generated by 15% (excluding Shanghai business activities). The proportion of recycled waste decreased by 23% mainly due to drastic reduction in food production as a result of the COVID-19 pandemic	Maintain or reduce total amount of waste generated, and maintain or increase the proportion of recycled waste as compared to 2020

MOVING FORWARD

We will continue to seek new solutions to reduce our carbon footprint and resource consumption. We also target to maintain our record of zero incidents of penalties for non-compliance with all relevant environmental regulations of the jurisdictions that we operate in. Furthermore, we will stay committed in playing an active role, together with our stakeholders, in environmental conservation and sustainability programme.

SOCIAL

Amara's corporate vision aims to strive for excellence in all that we do, and maintain meaningful relationships with our employees, guests, visitors, suppliers and the local communities we operate in.

TALENT RETENTION

As at 31 December 2020, Amara has a total of 458 employees, a decrease of 37 employees compared to the prior year. Our headcount decreased due to reduced level of recruitment activities in spite of employee turnovers.

Permanent Employees (As of 31 December 2020)	Singapore	Shanghai	Bangkok
Male	123	77	51
Female	103	70	34
Grand Total	226	147	85

Our businesses, especially hotels and restaurants, have been adversely affected by the COVID-19 pandemic in 2020. The frontline and operations employees were the most affected during this crisis. In order to ensure job security for them, departments with excess manpower were re-deployed to assist in the duties and activities of other departments.

At Amara, we pledge ourselves to the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), and aim to build a fair and rewarding workplace environment. We advocate gender equality in our talent recruitment; our female employees make up 45.2% of the workforce. We also hire Persons with Disabilities ("PWD") and ex-offenders under Yellow Ribbon Initiative in our hotels (i.e. Amara Signature Shanghai and Amara Sanctuary Resort, Sentosa) to create an inclusive society. Our compensation packages to employees are reviewed against industry standards regularly to ensure that our employees are fairly rewarded.

We adopt a transparent and meritocratic approach by rewarding our employees based on merit. On an annual basis, we conduct performance appraisals for our employees to recognise their contributions and identify opportunities for continuous improvement. In 2020, we have conducted performance appraisals for 100% of our employees and we aim to continue this practice in 2021.

Target for FY2020	Performance for FY2020	Target for FY2021
Conduct performance appraisal for 100% of employees	Performance appraisal was conducted for all employees	Maintain the conduct of performance appraisal for 100% of employees

TRAINING AND DEVELOPMENT

At Amara, we see the importance of continuous investment in training and reskilling programmes, so as to elevate the skillsets of our employees and gain a competitive edge in meeting new challenges imposed by the COVID-19 pandemic.

In 2020, we have implemented the Job Redesign Place and Train for operational staff as job enlargement and enrichment to upskill our people to equip them with knowledge and skills to sustain in the new norm due to COVID-19 and enhancement of human capital capacity. 10 employees from our Singapore operations are pursuing their Work Study Diploma in 2 areas, namely, Hospitality and Restaurant Management and Culinary Arts Management, while our Shanghai businesses have also provided educational funding for continuous professional/technical development for a total of 10 employees.

To meet our training needs, we have tapped on external training and collaboration with local institutions in training and development of our employees through structured skill-based career pathways. We have gained training grants support from the government agencies for our Singapore businesses, such as SkillsFuture Singapore ("SSG"), Enterprise Singapore ("ESG"), and Singapore National Employers Federation ("SNEF"). The training and development that our staffs have been nominated under the government initiatives are illustrated as follows:

Business	Government training programmes
Amara Singapore	<ul style="list-style-type: none"> SNEF Job Redesign Place and Train; ESG and SSG training programmes
Amara Sanctuary Resort, Sentosa	<ul style="list-style-type: none"> ESG and SSG training programmes
Amara Bangkok	<ul style="list-style-type: none"> Alternative State Quarantine (ASQ) programme (our employees have undergone COVID-19 related training carried out by a hospital)

SOCIAL

OCCUPATIONAL HEALTH AND SAFETY

The health and safety of our employees are vital to the sustainability and growth of our business operations. We continuously seek ways to improve and evolve towards a safer and better working environment for our employees.

To protect our employees from the COVID-19 pandemic, we have implemented a comprehensive list of health and safety monitoring and safeguard measures in 2020 which include:

- Mandated use of protection equipment such as face masks and gloves across all operations;
- Taking of temperatures twice a day for all employees coming to work physically;
- Daily sanitisation of common areas with high touchpoints, such as meeting room tables, doors, water dispensers, lifts, fridge handles etc.;
- Implemented work-from-home arrangements for employees and allow employees to access the office network off-site when working from home;
- Employees who were essentially required to work in the hotels and restaurants physically were on roster shift and split teams to minimise contact among employees;
- Communication and interactions between colleagues, suppliers, customers and business partners were done virtually (e.g. Zoom, Google Meet video calls) whenever possible;
- Guidelines for employees to abstain from socializing or congregating in groups at the workplace including during meal breaks;
- Formalised the reporting procedures for any work incidents, suspected and confirmed COVID-19 cases; and
- Appointment of Safe Management Officer(s) ("SMO") for all properties in Singapore.

We also keep our employees connected virtually and intangibly in spirit. We constantly communicate with our employees via electronic means and advise them to minimise outdoor activities and limit social contacts. All hotel employees in Singapore were given a wellness pack once every fortnight.

In addition, there were no workplace accidents leading to employee fatalities or permanent disability in 2020. The total number of accidents and total number of man-hours worked in 2020 were 7 and 1,134,548 respectively. As such, the Accident Frequency Rate¹ has decreased by 43% from 10.9 per million man-hours worked in 2019 to 6.17 per million man-hours worked in 2020. There were also no cases of employee infection with COVID-19.

Perpetual Target

The Group aims to have no workplace incident leading to fatalities or permanent disability during the year, as well as to achieve zero case of employee infection with COVID-19

Performance in FY2020

No incidents leading to fatalities or permanent disability during the year. No cases of employee infection with COVID-19

¹ Accident Frequency Rate = No. of workplace fatalities and injuries / million man-hours worked

SOCIAL

CUSTOMER HEALTH AND SAFETY

At Amara, we always treat the health and safety of customers with the utmost priority in the delivery of our products and services.

COVID-19 precautionary measures

As we adapt to this new normal imposed by COVID-19, Amara has stepped up and taken all necessary precautionary measures in accordance with the regulations set out by the local health authorities in the jurisdictions that our businesses operate in. These include but are not limited to:

- SMOs appointed and trained to keep abreast of latest guidelines, implement recommended practices and monitor compliance;
- Taking of body temperatures of all guests and visitors entering the hotels, restaurants, shopping malls and office buildings. Any guest with temperature above 37.5°C will be advised to see a doctor immediately;
- Masks, gloves and hand sanitisers are available for all guests in our hotels and restaurants;
- Record hotel guest check-in information based on the local government's requirements;
- Contactless check-in and check-out procedures are being implemented to minimise contact, on top of contactless payment options;
- At some of our F&B outlets, we have replaced our physical menus with digital menus. Restaurants with buffet offerings have switched to à la carte menus and made-to-order options;
- Increased disinfection and cleaning for all common areas and high-touch areas such as door handles, lift buttons and public washrooms. Increase the frequency of deep cleaning at shared facilities such as the swimming pool and gym, with heightened sanitisation of surfaces and equipment; and
- Complied with special cleaning and sanitisation procedures by authorities for guest rooms.

In 2020, we have not incurred any statutory penalties with regard to non-compliances with the local regulations for COVID-19, for example COVID-19 (Temporary Measures) Act 2020 in Singapore.

In addition, we have rendered assistance to customers where possible during this crisis. We have extended flexibility to our hotel guests with free cancellation up to 24 hours prior to arrival, including non-refundable reservations. Price adjustments on hotel room rates were permitted to enable the hotels to cater to those affected by border closures during this crisis.

Rental rebates were extended to eligible tenants of office buildings and shopping malls affected by the COVID-19 pandemic.

Food Safety

Amara's operation of hotels and restaurants means that food safety is our paramount concern and responsibility.

We have established food management safety and practices in our Standard Operating Procedures ("SOP"). The SOPs are maintained to enforce the practice of a First-In-First-Out (FIFO) system to manage our food inventory efficiently and uphold the quality of the food served in all our hotels and restaurants. Additionally, we also conduct periodic laboratory testing on our food items as a quality control measure.

To cultivate and emphasise the importance of food safety in our employees, they are required to attend food safety trainings and hygiene courses to increase their awareness of regulations and requirements on food safety and hygiene.

SOCIAL

Building Safety

Building safety is also a key responsibility of Amara in providing a safe environment for our guests, visitors, and tenants. Aligned with the relevant building safety laws and regulations in the jurisdictions that our businesses operate in, Amara has established building safety measures with a strong focus on fire safety.

Building safety measures are implemented and inculcated into our operations through fire drills, which are conducted twice a year, and providing regular fire safety training courses. To ensure compliance with the measures set, regular fire safety inspections are also performed throughout the year.

Based on the risk assessments and inspections conducted, Amara also identifies other potential hazards and review the existing measures set. In order to prevent accidents or injuries, any identified hazards found will be effectively communicated to our guests and visitors. Moreover, we also conduct daily briefings to communicate any identified hazards to our security team, that are deployed to patrol our premises on a regular time interval to deter and prevent crimes.

We are pleased to report that there were no incidents of non-compliance with regulations and voluntary codes concerning the health and safety of guests and visitors which resulted in fines or penalties, thereby allowing us to achieve our 2020 target. We will continue to strive to maintain this compliance status in the forthcoming year.

Perpetual Target

No incident of non-compliances with regulatory standards and voluntary codes related to the health and safety of customers

Performance in FY2020

Zero case of non-compliance with regulatory standards and voluntary codes related to the health and safety of customers during the year

COMMUNITY INVOLVEMENT

At Amara, we believe in contributing to the community as a testament of our roots as a homegrown brand.

We are actively participating in the nationwide dining initiative organised by the Restaurant Association of Singapore, also known as the #Hi5SG Campaign, which aims to encourage customers to dine at F&B establishments and at the same time raise funds for charities on selected F&B sales. During the campaign period, our participating F&B businesses will donate SGD1 for every sale of each Quintessential High Tea Set at Tea Room, Peking Duck at Silk Road; and à la carte Dinner Buffet at Element.

Other community involvement activities carried out in 2020 were as follows:

Business	Activities
Amara Singapore Amara Sanctuary Resort, Sentosa	<ul style="list-style-type: none"> Visited SWAMI Elderly Home for community engagement activities and organised meals prepared by Amara's culinary team
Amara Signature Shanghai	<ul style="list-style-type: none"> Actively participated in Earth Hour on 28th March 2020 Organised "Hotel Experience for the Handicapped" event to provide the Amara experience to Persons With Disabilities Visited and provided snacks to the local community and neighbourhood police as morale booster and motivation during the COVID-19 period
100 AM Singapore	<ul style="list-style-type: none"> Promoted Malay Heritage Centre's Travelling Exhibition (National Heritage Centre) from December 2020 through 100 AM marketing platforms such as mall TVs and Facebook

MOVING FORWARD

We will continue to contribute time and effort to meet the needs of our customers and employees, as well as to serve our local communities. In 2021, we will strive to achieve zero cases of employee and customer injuries and zero cases of employee COVID-19 infections. We will also provide more training to equip our employees in meeting the new challenges in our everchanging environment.

GOVERNANCE

Amara is committed to uphold high standards of ethics and business conduct in our business operations. We also keep ourselves up-to-date with the latest changes in regulatory requirements to ensure compliance at all times.

ETHICS AND REGULATORY COMPLIANCE

Ethics and Business Conduct

Amara places utmost importance on ethics and integrity. We have zero tolerance towards corruption, fraud, money-laundering and other financial crimes. Employees are expected to display honest and professional behaviours in performing job roles and responsibilities and dealing with internal and external stakeholders.

We have established internal controls and written policies on areas of Employee Code of Conduct, Conflict of Interest, Whistle-blowing and Anti-corruption to provide guidance to our employees in their business conduct. All new employees are provided with a copy of these policies upon the signing of letter of appointment.

In 2020, there were two whistle-blowing reports received by the Group. They were not related to corruption, fraud or money laundering matters, and have been investigated and resolved by the Group.

Perpetual Target	Performance in FY2020
Zero confirmed cases which are unethical, fraudulent, or corrupt in nature	Zero incidents of corruption, fraud or other financial crimes

Regulatory Compliance

Amara is also aware that regulatory compliance is critical to protect our brand and foster our trust with the stakeholders. We have instituted processes in keeping abreast of any changes in the existing regulatory requirements.

In 2020, we continue to adhere to the laws and regulations in the jurisdiction that our businesses operate in (i.e., Singapore, Bangkok and Shanghai). Some examples of the laws and regulations that we need to comply with are as follows:

- Building Control (Environmental Sustainability) Regulations administered by Building and Construction Authority (BCA);
- Energy Conservation Act and Environment Protection and Management Act governed by National Environment Agency (NEA);
- Sale of Food Act administered by Singapore Food Agency (SFA);
- Employment Act and Employment of Foreign Manpower Act governed by Ministry of Manpower (MOM);
- The Enhancement and Conservation of National Environmental Quality Act, governed by the Ministry of Science, Technology and Environment, Thailand; and
- The Foreign Investment Law of the People's Republic of China administered by the Ministry of Commerce and State Administration for Market Regulation

Perpetual Target	Performance in FY2020
Zero reported case of non-compliance with relevant laws and regulations that result in significant fines or sanctions	Zero incidents of non-compliance with relevant laws and regulations that result in significant fines or sanctions

GOVERNANCE

Personal Data Protection

Data digitalisation and the large volume of personal data collected in our business activities make Amara vulnerable to data leakage due to factors such as external cyber-attacks. Any breach in Singapore's Personal Data Protection Act 2012 ("PDPA") will receive investigation and financial penalties from the Singapore Personal Data Protection Commission (PDPC).

We have streamlined the processes on how we collect, store, access, use and disclose personal data in the course of providing services and products to our customers. Any individuals can write in to our Data Protection Officers via dataprotection@amarahotels.com for queries on data protection matters and requests to update, access or withdraw consent on their personal data maintained by Amara.

Perpetual Target

Zero incidents of data security breaches

Performance in FY2020

Zero reported incidents of data security breaches

MOVING FORWARD

We will continue our efforts to maintain a culture of good corporate governance and to remain compliant with all relevant laws and regulations in the jurisdictions that we operate in. We will also further monitor our data protection measures to ensure no breach of PDPA regulations that could lead to financial penalties and reputational damage.

ECONOMIC

The unprecedented COVID-19 pandemic in 2020 has brought devastating effects on the tourism industry and F&B businesses. Amara's financial performance for 2020 has been severely impacted, but we remain optimistic of the hotel industry's prospects in the long term.

ECONOMIC PERFORMANCE AND BUSINESS RECOVERY

Given the continuously evolving COVID-19 situation and uncertainty of when this pandemic may be effectively contained, Amara has activated its business continuity plan at all its business units, put in place cost containment measures and brought forth revenue enhancement initiatives to recover the business operations and financial performance.

Some of the cost containment measures adopted by Amara include reduction of casual labour, leave clearance by employees, deferred discretionary expenses and non-critical capital expenditures, and cancellation of contractual obligations with suppliers due to non-utilisation of services.

Amara has also taken up many initiatives to recapture revenue streams. Some examples are as follows:

- Offering hotel accommodation for government and business chamber sectors;
- Creating special prices for corporate booking packages;
- Launching new room packages with dinner/lunch sets at the restaurants;
- Offering special room promotion on the business partners' online booking channels;
- Collaborating with e-commerce platforms for takeaway and delivery options at the restaurants; and
- Driving other source of revenue with the absence of tourists, such as upping our ante with creative menu adjustments to attract local consumers.

Amara's supply chain for operational items in F&B and hotels were manageable during the COVID-19 lockdown periods, mainly due to reduced level of demand. Pandemic supplies such as masks, gloves, disinfection chemicals, hand soaps and sanitisers were out-of-stock from the usual suppliers in first quarter of 2020, but we managed to source for new suppliers and purchased sufficient stocks for employees and customers' usage.

Amara's liquidity and gearing ratio remained healthy, and we are supported by our principal bankers and available banking facilities. We are also tapping into the various support schemes provided by the Singapore Government to tide over the pandemic, such as the Enhanced Job Support Scheme, waiver of foreign worker levies and various government subsidies.

MOVING FORWARD

Despite the challenges from the COVID-19 outbreak, we will closely monitor and adapt to the changing situation through pro-active management and operational agility to recover our business performances.

GRI CONTENT INDEX

GRI Standard	Disclosure Number	Disclosure Title	Page Reference & Remarks
GRI 101: Foundation 2016			
GENERAL DISCLOSURES			
GRI 102: General Disclosures 2016	Organisational Profile		
	102-1	Name of the organization	Amara Holdings Limited
	102-2	Activities, brands, products, and services	Annual Report: Amara Vision and Brand (Pgs 2 - 3)
	102-3	Location of headquarters	Annual Report: Corporate Data (Pg 142)
	102-4	Location of operations	Annual Report: Our Business Portfolio (Pgs 10 - 13)
	102-5	Ownership and legal form	Annual Report: Statistics of Shareholdings (Pgs 143 - 144)
	102-6	Markets served	Annual Report: Our Business Portfolio (Pgs 10 - 13)
	102-7	Scale of the organization	Sustainability Report Annual Report
	102-8	Information on employees and other workers	Sustainability Report: Talent Retention (Pg 47)
	102-9	Supply chain	Amara does not specifically disclose its supply chain
	102-10	Significant changes to the organization and its supply chain	No significant changes to the organization and its supply chain
	102-11	Precautionary Principle or approach	Amara does not specifically apply the precautionary approach when managing risk
	102-12	External initiatives	Not applicable
	102-13	Membership of associations	Amara has memberships and association with relevant organisations
Strategy			
	102-14	Statement from senior decision-maker	Sustainability Report: Board Statement (Pg 38)
Ethics and Integrity			
	102-16	Values, principles, standards, and norms of behaviour	Annual Report: Amara Vision and Brand (Pgs 2 - 3)
Governance			
	102-18	Governance structure	Sustainability Report: Sustainability Governance and Report Development (Pg 39)

GRI CONTENT INDEX

GRI Standard	Disclosure Number	Disclosure Title	Page Reference & Remarks
GRI 102: General Disclosures 2016	Stakeholder Engagement		
	102-40	List of stakeholder groups	Sustainability Report: Stakeholder Engagement (Pg 40)
	102-41	Collective bargaining agreements	Amara's employees are free to join or not join recognised labour unions or other bona fide representatives within the framework of Company procedures, applicable local laws and regulations and prevailing industrial relations and practices
	102-42	Identifying and selecting stakeholders	Sustainability Report: Stakeholder Engagement (Pg 40)
	102-43	Approach to stakeholder engagement	Sustainability Report: Stakeholder Engagement (Pg 40)
	102-44	Key topics and concerns raised	Sustainability Report: Stakeholder Engagement (Pg 40)
	Reporting Practice		
	102-45	Entities included in the consolidated financial statements	Annual Report: Financial Statements (Pgs 75 - 141)
	102-46	Defining report content and topic Boundaries	Sustainability Report: About The Report (Pg 39)
	102-47	List of material topics	Sustainability Report: Materiality Assessment (Pg 41)
	102-48	Restatements of information	Not applicable
	102-49	Changes in reporting	Inclusion of Shanghai business activities for the reporting of material topics in this Report
	102-50	Reporting period	1 January 2020 – 31 December 2020
	102-51	Date of most recent report	31 December 2019
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	Sustainability Report: About The Report (Pg 39)
	102-54	Claims of reporting in accordance with the GRI Standards	Sustainability Report: About The Report (Pg 39)
	102-55	GRI content index	Sustainability Report: GRI Content Index (Pgs 54 - 58)
	102-56	External assurance	Amara has not sought external assurance for this reporting period, and may consider it in the future

GRI CONTENT INDEX

GRI Standard	Disclosure Number	Disclosure Title	Page Reference & Remarks
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	<p>The material factor boundaries are defined as where Amara has significant impacts and has caused or contributed to the impacts through its business relationships.</p> <p>Material factors with internal boundaries:</p> <ul style="list-style-type: none"> • Economic Performance and Business Recovery • Talent Retention <p>Material factors with internal and external boundaries:</p> <ul style="list-style-type: none"> • Energy and Emissions • Water • Effluents and Waste • Occupational Health and Safety • Customer Health and Safety • Ethics and Regulatory Compliance

ECONOMIC PERFORMANCE AND BUSINESS RECOVERY

GRI 103: Management Approach 2016	103-2	The management approach and its components	Annual Report: Financial Statements (Pgs 75 - 141)
	103-3	Evaluation of the management approach	Sustainability Report: Economic Performance and Business Recovery (Pg 53)
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	

ETHICS AND REGULATORY COMPLIANCE

GRI 103: Management Approach 2016	103-2	The management approach and its components	Sustainability Report: Ethics and Regulatory Compliance (Pg 51)
	103-3	Evaluation of the management approach	
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	
GRI 419: Socio-economic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	

GRI CONTENT INDEX

GRI Standard	Disclosure Number	Disclosure Title	Page Reference & Remarks
ENERGY AND EMISSIONS			
GRI 103: Management Approach 2016	103-2	The management approach and its components	Sustainability Report: Energy and Emissions (Pgs 43 - 45)
	103-3	Evaluation of the management approach	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	
	302-3	Energy intensity	
GRI 305: Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	
	305-4	GHG emissions intensity	
WATER			
GRI 103: Management Approach 2016	103-2	The management approach and its components	Sustainability Report: Water (Pg 45)
	103-3	Evaluation of the management approach	
GRI 303: Water and Effluents 2018	303-5	Water consumption	
EFFLUENTS AND WASTE			
GRI 103: Management Approach 2016	103-2	The management approach and its components	Sustainability Report: Effluents and Waste (Pg 46)
	103-3	Evaluation of the management approach	
GRI 306: Waste 2020	306-3	Waste generated	
OCCUPATIONAL HEALTH AND SAFETY			
GRI 103: Management Approach	103-2	The management approach and its components	Sustainability Report: Occupational Health and Safety (Pg 48)
	103-3	Evaluation of the management approach	
GRI 403: Occupational Health and Safety 2018	403-9	Work-related injuries	

GRI CONTENT INDEX

GRI Standard	Disclosure Number	Disclosure Title	Page Reference & Remarks
TALENT RETENTION			
GRI 103: Management Approach 2016	103-2	The management approach and its components	Sustainability Report: Talent Retention (Pg 47)
	103-3	Evaluation of the management approach	
GRI 404: Training and Education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	
CUSTOMER HEALTH AND SAFETY			
GRI 103: Management Approach 2016	103-2	The management approach and its components	Sustainability Report: Customer Health and Safety (Pgs 49 - 50)
	103-3	Evaluation of the management approach	
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	