



Link Holdings Limited 華星控股有限公司*

(Incorporated in the Cayman Islands with limited liability)
Stock Code: 8237

* For identification purposes only

2022

Environmental, Social and Governance Report



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2022

ABOUT THIS REPORT

Link Holdings Limited (“Link” or the “Company”) together with its subsidiaries (the “Group” or “We”) is pleased to present the Environmental, Social and Governance (“ESG”) Report for the year ended 31 December 2022 (the “Report”), which provides a clear overview of our management approach, strategies and performance relating to sustainable development.

REPORTING PERIOD AND SCOPE

The Report covers the period from 1 January 2022 to 31 December 2022 (the “Reporting Period”). Unless otherwise specified, the Report will focus on our principal business, the operation of Link Hotel in Singapore, which contributed the major source of revenue to the Group during the Reporting Period. The reporting scope is determined by the materiality of each entity to our business and operations, as well as the ESG impacts.

REPORTING STANDARDS

The Report has been prepared in accordance with the latest applicable disclosure requirements of the Environmental, Social and Governance Reporting Guide (the “ESG Reporting Guide”) as set out in Appendix 20 to the Rules Governing the Listing of Securities on GEM of The Stock Exchange of Hong Kong Limited (the “GEM Listing Rules”). As for details of our corporate governance, please refer to the Corporate Governance Report section of our Annual Report.

REPORTING PRINCIPLES

This Report has followed the reporting principles of materiality, quantitative, balance and consistency. The Group’s application of these four principles are illustrated as follows:

Reporting Principles	The Group’s Application
Materiality	Material ESG issues are identified and prioritised through stakeholder engagement and materiality assessment. For more details, please refer to the sections headed “Stakeholder Engagement” and “Materiality Assessment”.
Quantitative	Quantitative information, including the key performance indicators (“KPI”), has been disclosed in the Report, where appropriate.
Balance	Both accomplishments and challenges in respect of the Group’s ESG issues have been disclosed in an objective manner.
Consistency	The reporting and calculation methodologies are consistent to those in previous years to allow a meaningful comparison over time.

ACCESS TO THE REPORT

The Report is available in both Chinese and English on the Group’s official website. The English version shall always prevail for any inconsistency or ambiguity between the two versions.

YOUR FEEDBACK

The valuable feedback of our stakeholders is key to our continual improvement on sustainable development. Should you have any suggestions or comments on the content of the Report or our overall performance in sustainable development, please do not hesitate to contact us at admin@linkholdingslimited.com.

ABOUT LINK HOTEL

The Cultural Heritage of Singapore

Our award-winning heritage boutique hotel, Link Hotel, is situated in the vibrant heart of Singapore’s oldest housing estate. The hotel holds the distinction of being the pioneer and sole hotel converted from preserved art deco apartment blocks, originally constructed by the Singapore Housing Development Board during the 1950s and 1960s. Boasting a total of 274 guest rooms across two distinct buildings — the Lotus Block and the Orchid Block — the hotel caters to the diverse needs of business, leisure, and family travelers with a range of room categories.



The Link Hotel

At Link Hotel, our mission is to provide each and every guest with a truly exceptional “Home Away from Home” experience. We are deeply committed to serving as cultural ambassadors of the region and promoting the rich history of our surroundings. The classic red-brick façade of our establishment, reminiscent of British public housing, sets the stage for an inviting atmosphere. Drawing inspiration from the local community, we have thoughtfully incorporated elements such as bird cages, symbolizing the beloved leisure activity within the area, and traditional abacus, representing the heritage of our region, into the design concept of our lobby. These cultural touches aim to create an immersive and comfortable experience for our guests in the charming old town of Singapore, reflecting our passion in infusing our spaces with a sense of local identity and providing an atmosphere that truly embraces the essence of our location.



Culturally-inspired Interior Design of the Link Hotel

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With a deep commitment to our role as cultural ambassadors, we have not only transformed ourselves into a captivating tourist attraction, but we also strive to attract visitors to our district and embark on an immersive exploration of Singapore's rich cultural heritage. Within our neighbourhood and hotel property, a plethora of diverse attractions await, including the following:

- Tiong Bahru Heritage Trail, which guides visitors to explore the architecture of Art Deco buildings, providing a fascinating glimpse into the historical charm of the area;
- Tiong Bahru Market, a beloved landmark since its renovation in 2006, offering not only a wide array of groceries but also a spacious and clean indoor dining area to sample a great selection of Singaporean cuisines;
- Qi Tian Gong Temple, also known by its nickname "Monkey God Temple", houses a collection of more than ten monkey god statues and is a popular site to pray for good fortune;
- Tasty Loong restaurant at Link Hotel, which serves Chinese cuisine with a modern twist curated by an award-winning celebrity chef;
- Nanyang Old Coffee at Link Hotel, a signature since the 1940s enabling visitors to step back in time and experience its traditional coffees and classic kaya toasts.



Qi Tian Gong Temple



Tiong Bahru Market



Tasty Loong



Nanyang Old Coffee

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OUR MANAGEMENT APPROACH TO SUSTAINABILITY

As a responsible corporate citizen that is dedicated to creating lasting value for society, we firmly believe that our business has an important role to play in preserving Singapore's historic buildings and cultural heritage for future generations. We are committed to integrating environmental, social, and governance considerations into our business practices, with the goal of making positive contributions to both the environment and society. In particular, we have established green targets to address the challenges posed by climate change. For more details, please refer to the section headed "The Link with Our Environment".

Sustainability Governance and Board's Oversight

The Board of Directors (the "Board") bears the overall responsibility for the Group's ESG strategy and reporting, as well as overseeing the Group's ESG-related issues to continuously improve our ESG performance. Delegated by the Board, our senior management manages all aspects of the implementation of our ESG management approach and strategy. In addition, our senior management discusses and advises the Board on ESG-related matters on a regular basis, including the following:

- Developing and reviewing the Group's ESG strategies, priorities, goals and targets (including but not limited to the green targets);
- Identifying, evaluating, prioritising and managing the material ESG-related risks and opportunities (including but not limited to climate-related risks as well as environmental and social risks of the supply chain);
- Planning, reviewing and monitoring the implementation of ESG-related policies and initiatives;
- Keeping track of and reviewing the Group's ESG performance and progress made against the goals and targets;
- Reviewing and monitoring the Group's stakeholder engagement channels to ensure continuous dialogue to understand the expectations of key stakeholders; and
- Preparing an annual ESG report for the Board's approval.

ESG-related Risk Management

The Board has the overall responsibility in the oversight of the Group's ESG risk management. Material ESG-related risks are identified, evaluated, prioritised and managed by our senior management, with ESG-related control measures being established and implemented to mitigate the ESG risks identified. Our senior management submits an ESG risk assessment report periodically for the Board's review and approval to ensure the Board is well informed of the ESG risk management activities of the Group. For more details of our corporate governance and risk management approach, please refer to the section headed "Corporate Governance Report" in our Annual Report.

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Sustainability Strategy

The Group firmly believes that sustainability goes beyond cultural preservation; it serves as the foundation for our environmental performance, community engagement, core business practices, and relationships with stakeholders. Our dedication to sustainability is reflected in our sustainability strategy, which has been approved by the Board. Guided by a range of standards and policies, our sustainability strategy consists of four key sustainability pillars: (1) The Link with Our Guests; (2) The Link with Our People; (3) The Link with Our Environment; and (4) The Link with Our Community, that serve as the central focus of our efforts on promoting sustainable development, with each sustainability pillar being accompanied with specific goals and targets*.



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Stakeholder Engagement

Stakeholder engagement plays a crucial role in our strategy to proactively understand, shape, and adapt to the ever-changing business landscape. As such, we actively engage with a diverse range of stakeholders in our day-to-day operations on a regular basis. By engaging with our stakeholders, we gain valuable insights that enable us to tailor our business strategy to meet their needs, as well as equipping us with important business intelligence, which allows us to make well-informed decisions, anticipate risks, and foster strong relationships.

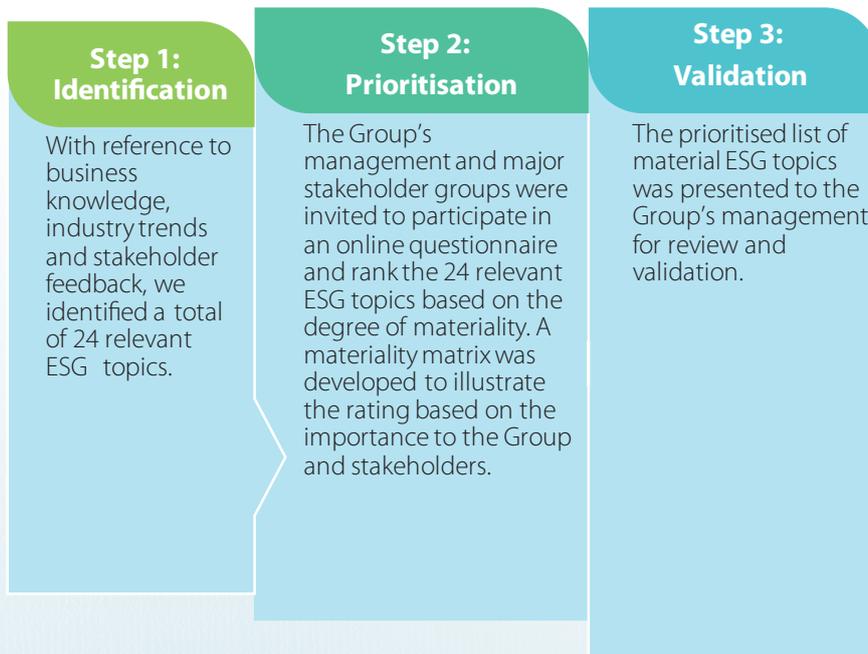
Our key stakeholders include those who are significantly influenced by, or possess the ability to influence our business. They include our valued guests, employees, investors and shareholders, the government, suppliers and business partners, as well as the local community. To facilitate effective engagement, we utilize various channels tailored to each stakeholder group. The table below illustrates the channels employed to engage different key stakeholders and highlights the material sustainability issues that are of particular concern to each group.

Stakeholder Group	Communication Channels	Matters of Interest
<i>Guests</i>	<ul style="list-style-type: none"> ➤ Feedback cards ➤ E-mails ➤ Interactions with hotel employees during the visit 	<ul style="list-style-type: none"> ➤ Overall value of the cost ➤ Customer service quality ➤ Providing a “Home Away from Home” experience during the hotel stay ➤ Price attractiveness ➤ Proximity to tourist attractions
<i>Employees</i>	<ul style="list-style-type: none"> ➤ Briefings and meetings ➤ Internal e-mails ➤ Notice board for employees ➤ Employee events 	<ul style="list-style-type: none"> ➤ Workplace health and safety ➤ Benefits and remunerations ➤ Employee trainings ➤ Career opportunities ➤ Team cohesiveness
<i>Investors & Shareholders</i>	<ul style="list-style-type: none"> ➤ Annual reports ➤ General meetings ➤ Official website 	<ul style="list-style-type: none"> ➤ Financial performance ➤ Market positioning ➤ Peer competitions
<i>Government</i>	<ul style="list-style-type: none"> ➤ Meetings ➤ Site visits 	<ul style="list-style-type: none"> ➤ Heritage and cultural conservation ➤ Benefits to Singapore’s tourism
<i>Suppliers and Business Partners (including tenants and booking agents)</i>	<ul style="list-style-type: none"> ➤ E-mails ➤ Consultations and meetings ➤ Phone calls ➤ Site visits and meetings 	<ul style="list-style-type: none"> ➤ Financial performance ➤ Relationship management ➤ Business volume
<i>Local Community</i>	<ul style="list-style-type: none"> ➤ E-mails ➤ Service hotline 	<ul style="list-style-type: none"> ➤ Economic growth and job opportunities ➤ Impacts on the environment (e.g. noise, water, light pollution etc.) ➤ Impacts on the neighbourhood (e.g. increase of tourists, traffic etc.)

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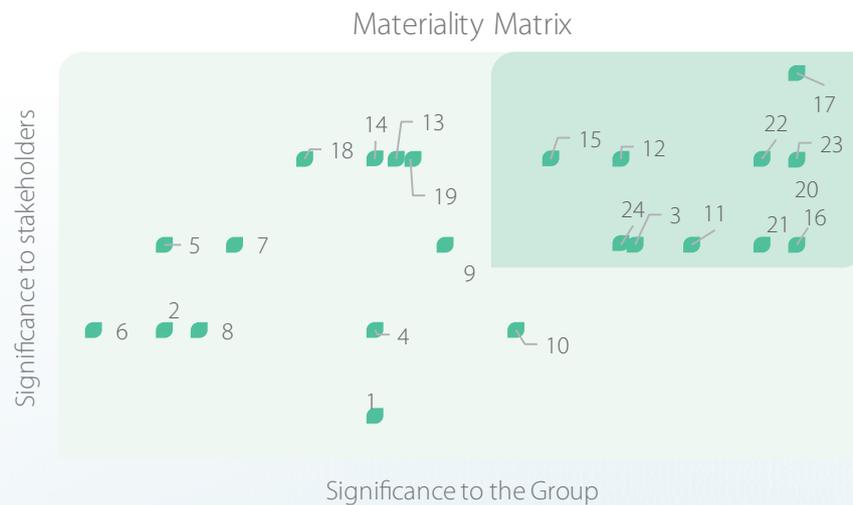
Materiality Assessment

During the Reporting Period, we performed a materiality assessment, facilitated by an independent third-party sustainability consultant, to identify the ESG issues that are most relevant to our business and our stakeholders, by adopting the three-step process outlined below:



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Based on the results of the online questionnaire, a total of 11 ESG topics were determined to be the most material and are shown in the top right quadrant of the materiality matrix. These will be addressed in further detail in this Report. ESG topics deemed as less material are located at the bottom left of the materiality matrix.



List of ESG topics:

- | | | | |
|-----------------------------------|--|---|---|
| 1. Air emissions | 7. Green procurement | 13. Employment compliance | 19. Marketing and advertising |
| 2. Waste | 8. Environmental risks in supply chain | 14. Ethically responsible sourcing | 20. Anti-corruption |
| 3. Carbon emission and energy | 9. Staff welfare | 15. Social risks in supply chain | 21. Data protection and cybersecurity |
| 4. Water consumption | 10. Equal opportunity, diversity and anti-discrimination | 16. Customer service | 22. Economic performance |
| 5. Packaging material consumption | 11. Occupational health and safety | 17. Customer health and safety | 23. Business growth |
| 6. Climate change risk | 12. Staff development and training | 18. Intellectual property rights management | 24. Community engagement and investment |

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THE LINK WITH OUR GUESTS

Goal

To enhance guest experience through outstanding accommodating services

Material Topic(s)

- Customer Service
- Customer Health and Safety
- Data Protection and Cybersecurity
- Economic Performance
- Business Growth
- Social Risks in Supply Chain

Comfortable and Safe Accommodation

Quality Assurance

Link consistently explores new offerings to enhance guest entertainment. In addition to our current array of amenities, such as the Rooftop Gym, the Reading Corner, complimentary Wi-Fi, in-room minibar service, a diverse range of dining options, a complimentary hotel shuttle service on select routes, currency exchange service, efficient concierge services, portable power bank rentals, and accessible 24-hour self-service laundry facilities, Link recognises that engaging hotel guests in local events is an exceptional approach to positioning itself as a distinguished heritage hotel and a cultural envoy.

In addition to our diligent back-of-house operations, we prioritize the comprehensive training and readiness of our front-of-house employees, recognizing their pivotal role in delivering exceptional service to our esteemed guests. To accomplish this, we have implemented a grooming standard that outlines expectations for personal hygiene, appearance, and the manner in which greetings are expressed, which can all positively contribute to Link's reputation. Consequently, it is imperative for us to provide sufficient training opportunities and offer clear guidelines within our Employee's Handbook to ensure consistent adherence to these standards.

The Housekeeping Department plays a key role in upholding our stringent room quality standards. Our housekeeping supervisors conduct regular inspections, utilising a checklist to ensure that room presentation and cleanliness consistently meet our high expectations. In the event of any maintenance requirements, they promptly liaise with the Maintenance Department to address necessary repairs. Moreover, our dedicated sales representatives inspect rooms prior to guests' arrivals and collaborate with relevant departments to make additional enhancements when necessary. Furthermore, the Sales and Marketing Department takes proactive measures by promptly addressing guest feedback following their stay. By implementing a multi-layered inspection process, we aim to present our hotel rooms in their optimal state, fostering a strong reputation for the Link Hotel.

Despite the unprecedented challenges and uncertainties faced by the global travel industry, our commitment to delivering exceptional service remains unwavering as an award-winning hotel. During the Reporting Period, in response to the pandemic, Link Hotel was appointed by the Government of Singapore as a quarantine facility while also partially resuming normal business operations. We have wholeheartedly embraced our role in combating the virus, while simultaneously catering to guests in search of a "Home Away from Home" experience during their quarantine period. Our efforts are focused on ensuring the well-being and comfort of our guests, as we navigate through these extraordinary circumstances.

Feedback from our guests drives Link to pursue continuous improvement. In each hotel room, we have placed the "We Care" card for our guests to submit compliments or suggestions for Link. Guests are also welcome to approach our employees to express their opinions.

During the Reporting Period, we did not receive any products and service-related complaints (2021: 0 complaints).

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Guest Safety

Ensuring the safety of our guests is a high priority for us. The Link Hotel has implemented robust safety measures in accordance with the Fire Safety Act of Singapore. Clear indications of exit signs and emergency exit plans are prominently displayed behind each hotel room door, providing guests with vital information during emergencies. Our establishment is also equipped with a full range of fire safety devices and systems, including smoke detectors, automatic sprinkler systems, and strategically placed fire extinguishers. To maintain the efficacy of these safety provisions, our Maintenance Department conducts regular inspections, such as annual fire alarm testing, to ensure their operational readiness in the event of an emergency. Furthermore, our employees are extensively trained to assist guests during evacuation procedures, with scheduled fire evacuation drills arranged for our employees as required from the Singapore Civil Defence Force.

To safeguard the health and safety of guests against the COVID-19 virus, our facilities and accommodations undergo deep cleaning and sanitization before they are made accessible to guests, with both guest and public areas also equipped with air purifiers. In addition, health and safety training and ample personal protective equipment are offered to all employees in an effort to maintain the highest health and safety standards. The Group is dedicated to joining forces with the hospitality industry and local government in the battle against the COVID-19 pandemic. With the gradual easing of global travel restrictions, we look forward to welcoming more guests from all over the world with our heartfelt hospitality at Link.

COVID-19 Prevention Measures

Our employees, especially the housekeeping team, underwent proper training to ensure that they are well-prepared to maintain a safe, clean, hygienic and secure environment for our guests under quarantine. We have implemented the following measures to protect the health of our guests:

- Temperature checks are performed for all guests before entering the premises;
- Visitors and hotel guests are required to fill in health declaration forms upon arrival or during the check-in process;
- A notice is posted to inform guests that medical masks are available at the front desk area when necessary and remind them to contact the Front Desk Department in case of feeling unwell;
- Appropriate personal protective equipment such as medical masks and face shields are worn by employees throughout the hotel; and
- Designated employees are responsible for using the disinfectant sprayer machine to sanitize areas such as the hotel lobby, elevators, guest rooms, hallways and back of house areas regularly.

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Privacy Protection

The Group is committed to protecting the privacy of our guests. We strictly adhere to the Personal Data Protection Act of Singapore and ensure that guest information collected is stored in enclosed cabinets, with data entered in the check-in system only being accessible for authorized personnel. The use of USB drives to save details of hotel guests is strictly prohibited. Any printed documents related to guests' privacy will also be handled and disposed of in a cautious manner. In light of this, we have raised the awareness of our employees by providing relevant training on handling guests' information as it is part of their responsibilities to safeguard the interests of our guests.

Advertising

As a responsible corporate citizen, we uphold a high standard of ethics and integrity in advertising. In stringent compliance with the Singapore Code of Advertising Practice, we strive to ensure the information on our advertising and marketing materials are accurate, honest and legal. Due to our business nature, product labelling was irrelevant to the Group.

During the Reporting Period, the Group was not aware of any material non-compliance with any relevant laws and regulations that have a significant impact on the Group in relation to health and safety, advertising and privacy matters relating to products and services provided and methods of redress.

Supply Chain Management

A robust and healthy supply chain is key to driving the Group's sustainable business growth. Recognising that the conduct and performance of our suppliers can have a significant impact on the quality of our offerings to guests and our reputation, we proactively engage with our suppliers and uphold our commitment to corporate social responsibility throughout Link's value chain.

We promote environmentally preferable products and services when selecting suppliers by prioritising local suppliers to reduce carbon footprint of transportation. During the Reporting Period, we engaged 3 major suppliers of which all were from Singapore (2021: 3 major suppliers, of which all were from Singapore). In addition, we implemented the practices relating to engaging suppliers with all 3 major suppliers during the Reporting Period.

Suppliers are also encouraged to opt for products with less packaging to reduce unnecessary waste and prioritise the use of energy-efficient equipment, such as LED lights, during our supplier selection process. Furthermore, suppliers are expected to follow the Supplier Code of Conduct before signing contracts with the Group. In the Supplier Code of Conduct, we have stated our expectations and requirements in different ESG aspects covering labour standards, human rights, health and environmental impacts. We also arrange evaluations to review suppliers' performances in aligning with the Supplier Code of Conduct.

As we place great focus on the issue of suppliers' environmental impacts, we have also established a Sustainable Procurement Policy for the Sales and Marketing Team to utilize when selecting suppliers. Consideration factors include price, after-sale services and support, maintenance requirements and packaging materials. Suppliers who have more outstanding performances in sustainability management will become the Group's preferred suppliers.

ESG-related risk assessments are performed on a regular basis to identify the potential environmental and social risks along the supply chain. The supply chain risks and control measures are carefully monitored, evaluated and managed by the Board and senior management on a regular basis. We will continue to identify related opportunities for improving ESG performance along the supply chain.

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THE LINK WITH OUR PEOPLE

Goal

To sustain a harmonious, hazard-free and nurturing working environment for our employees

Material Topic(s)

- Occupational Health and Safety
- Staff Development and Training
- Anti-corruption

Equal Employer

Our employees are the Group's greatest asset. As such, we strictly comply with the Employment Act of Singapore to ensure equal opportunities are provided to our employees. We prioritize the establishment of an inclusive and harmonious working environment where all individuals are treated with respect and dignity. Link does not tolerate any kind of discrimination including sex, sexual orientation, race, colour, religion, national origin, age or disability. We have developed our own set of policies and operational standards for our employees to follow, with our employees' handout clearly outlining our policies concerning recruitment, employment, training, compensation, benefits, promotions and dismissals. As of 31 December 2022, we have a total of 26 full-time employees who work in Singapore at the Link Hotel (2021: 19 full-time employees). The diversity of our workforce is showcased below:

	2022	2021	Unit
Total employees	26	19	Number
By gender			
Male	14	11	Number
Female	12	8	Number
By employee category			
General and Technical Staff	12	8	Number
Middle Management	10	8	Number
Senior Management	4	3	Number
By age group			
At or below 20	0	0	Number
Between 21–30	2	4	Number
Between 31–40	8	4	Number
Between 41–50	8	5	Number
At or above 51	8	6	Number
By geographical location			
Singapore	26	19	Number

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We are committed to providing equitable employee packages that include both fair remuneration and comprehensive benefits, in compliance with the requirements set forth by The Employment Act. To ensure our packages remain competitive, we conduct regular reviews and make necessary adjustments to align with industry standards. The turnover in our workforce as of 31 December 2022 is shown below:

	2022	2021	Unit
Turnover (by gender)			
Male	43	45	%
Female	75	88	%
Turnover (by age group)			
At or below 20	0	0	%
Between 21–30	300	50	%
Between 31–40	50	125	%
Between 41–50	38	60	%
At or above 51	25	33	%
Turnover (by geographical location)			
Singapore	58	63	%

During the Reporting Period, the Group was not aware of any material non-compliance with the Employment Act of Singapore and other applicable local laws in relation to employment.

Training and Development

Continuous training plays a vital role in ensuring our employees' skills and knowledge align with the high standards set by the Group. In the competitive and ever-evolving hospitality industry, comprehensive training programs are essential for enhancing our daily operations.

Due to the impact of COVID-19, we were unable to provide a lot of training courses during the Reporting Period. Prior to the outbreak of COVID-19, we would offer continuous, well-rounded, and job-related trainings for employees, covering topics on service attitude, teamwork, operational-related skills, food hygiene, grooming and deportment, telephone skills and supervisory skills, to improve their efficiency and capability at work.

	2022	2021	Unit
Total training hours for employees	22	13	Hours

The Group provides comprehensive orientations for new employees to help them become familiar with Link's operations and understand the standard procedures for performing their tasks. Training on anti-corruption is also provided as part of the orientation courses to build capability and knowledge of new recruits. Additionally, on-the-job trainings are provided with a briefing session led by the Head of Department and attachments to senior colleagues for guidance. If necessary, additional courses related to the safety use of equipment, housekeeping standards will be conducted. During the Reporting Period, we held a fire safety training to strengthen our employees' ability to safeguard the well-being of the hotel guests as well as their own safety. During regular operational periods, Link provides cross-departmental trainings to eligible employees so that they can attach to another department to learn new skills. The complexity of the job might also affect the span of the training from three months to one year. Employees who have successfully completed these trainings will benefit from being prioritized for transfers to the relevant departments once there are vacancies. It also serves as a way for employees to learn about the operations of different departments. By doing so, effective communication can be enhanced between departments with a better understanding of the diversity of job responsibilities.

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	2022	2021	Unit
Percentage of staff trained (by gender)			
Male	64	62	%
Female	36	38	%
Percentage of staff trained (by employee category)			
General and Technical Staff	55	54	%
Middle Management	27	31	%
Senior Management	18	15	%
Average training hours (by gender)			
Male	0.70	0.50	Hours
Female	0.38	0.33	Hours
Average training hours (by employee category)			
General and Technical Staff	0.48	0.39	Hours
Middle Management	0.50	0.44	Hours
Senior Management	1.00	0.50	Hours

Note: The calculation of the training ratio and average training hours completed per employee includes the relevant training data on those who left in the Group's principal business during the respective reporting year, to present an accurate reflection of the training resources invested by the Group.

The Human Resources Department is responsible for conducting the performance appraisal regularly at least once a year. A performance appraisal form will be filled in by the employee's supervisor or manager to evaluate the employee's job performance and provide personal feedback on further improvements or encouragements. The appraisal form also acts as a medium for the employee to decide on career advancement.

Promotion policies are clearly stated in the Employee's Handbook. Length of service with Link is not a major factor in deciding a successful promotion. Instead, the Human Resources Manager will consider the effectiveness of the individual's job performance, arising from their skills and abilities, efficiency, qualifications, past disciplinary records, attendance, safety record and attitude at work. This helps to ensure the promotion assessments are processed in a fair and unbiased manner.

We have developed code of conducts for employees which sets out the standards for employees to comply with. Any misconduct will lead to appropriate disciplinary actions according to the guidelines stated in the Employee's Handbook.

In the occurrence of dismissal or termination of employment contracts, notice periods should have been clearly stated on their contracts or otherwise, two weeks for probationary employees or one-month notice for full time employees. Link ensures that the procedure is consistently, appropriately and legally handled in order to protect the interests of the employee and the Group.

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Occupational Health & Safety

The health, safety and security of our employees and guests are of paramount importance to us. We ensure that Link strictly complies with the Workplace Safety and Health Act in Singapore. By implementing effective systems and policies, we strive to promote a hazard-free working environment for our people.

Prevention is key to averting accidents. Link carries out risk assessments on a regular basis to assess potential hazards at work, such as the safety of office equipment and operations of the housekeeping department. The personnel responsible for the evaluation will identify different areas of risks whereas department managers will discuss with frontline employees to understand their concerns. Once evaluation results are collected, follow-up actions will be taken. Preventive measures will be implemented to mitigate the risk or problem. For example, personal protective equipment will be provided for engineering employees to perform property maintenance tasks. Employees are encouraged to propose constructive and effective solutions to minimize their health and safety risks at work. We hope that this will also help Link enhance communications with our team members and streng—then their awareness of workplace hazards.

The Outbreak of COVID-19

With a firm foundation rooted in rich heritage, remarkable resilience and strong legacy, we are determined to triumph over adversity and emerge stronger from the pandemic. As the current crisis gradually comes to an end, the safety, health and well-being of our guests and employees remain our highest priority. To safeguard the well-being of our employees, we have followed the guidelines provided by the Ministry of Health (“MOH”) of Singapore and the Singaporean Tourism Board (“STB”). We have implemented a range of measures to protect our staff and reduce the potential risk of infection, including but not limited to the following items:



During the Reporting Period, the Group was not aware of any material non-compliance with the Workplace Safety and Health Act or relevant laws and regulations in Singapore which caused any significant impact on the Group relating to providing a safe working environment and protecting employees from occupational hazards. The Group did not have any lost days due to work injury (2021: 0 lost days due to work injury). There were no work-related fatalities in each of the past three years including the reporting year.

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Work-life Balance

We greatly value our employees as the backbone of the Group, and as such, their mental and physical wellbeing are a priority for us. We deeply appreciate and recognise the contributions they make towards the growth of our business and the quality of our services, and we are committed to supporting their overall wellbeing and fostering a harmonious work-life balance for each individual.

Given the nature of our hotel operations, a certain amount of workforce is required to work on shift to ensure seamless service. In spite of the shift pattern, the standard working hours remain 44 hours with one rest day per week, which are set according to the Employment Act of Singapore. We do not encourage overtime work. However, when it is necessary, especially during peak seasons with high occupancy rate, overtime is allowed with the permission of the head of the department prior to the shift. Compensation will also be offered according to the Employment Act of Singapore. For example, monthly meal and transportation allowances are offered to employees working on midnight shifts.

Our employees are also entitled to a variety of leaves including, statutory leave, paid annual leave, childcare leave, compassionate leave, maternity leave, matrimonial leave, paternity leave and public holidays. In addition, Link also offers medical insurance to employees to ensure that their health conditions are well-covered.

Unlike in previous years, we organised fewer company activities for our employees due to the COVID-19 pandemic during the Reporting Period and will resume staff activities when the pandemic subsides.

Labour Standards

Child labour and forced labour are strictly prohibited by the Group. With reference to the Employment Act of Singapore, we apply a standard procedure in protecting the rights of our employees and comply with the Act's requirement. Our Human Resources Department is responsible for verifying applicants' identities during the recruitment process. Moreover, regular inspection will also be conducted to ensure that no child or forced labour are employed. After careful identity verification, the candidates below legal working age or with false documents would not be considered or hired. Therefore, no child labour would be employed. The employee roster would be checked monthly by the Human Resources Department to review their working hours. Employees who work overtime would be offered an adequate rest period to compensate for their overtime work. If any child or forced labour is found, the Group will promptly follow through with the necessary investigation and remediate the issue accordingly. Furthermore, our Human Resources Department reviews the recruitment practices regularly to ensure the effectiveness of our existing measures against child and forced labour.

During the Reporting Period, the Group was not aware of any material non-compliance with the Employment Act of Singapore or laws and regulations related to child labour and forced labour.

Anti-corruption

Integrity, honesty and fair competition are fundamental to the Group's business operations and development, and we expect all employees to uphold these core values. The Management is responsible for protecting the property and interests of Link. With the aim of strengthening our employees' understanding of topics related to anti-corruption, bribery, extortion, fraud and money laundering, we have outlined the measures and controls together with a matrix in Link's Employee's Handbook. Disciplinary procedures regarding suspicious cases that have to be investigated are also clearly described. Additionally, regular reviews and updates over the policies are conducted to ensure equality and compliance with the Prevention of Corruption Act in Singapore.

During the Reporting Period, training on anti-corruption was provided to our employees including directors, with access to our internal anti-corruption policy. We have also included the anti-corruption in induction training for new staff to help them become familiarised with our anti-corruption practices.

During the Reporting Period, the Group was not aware of any concluded legal cases regarding corrupt practices brought against the Group or its employees, nor any material non-compliance with the laws and regulations pertaining to the prevention of corruption, bribery, extortion, fraud and money laundering in the Prevention of Corruption Act of Singapore.

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THE LINK WITH OUR COMMUNITY

Goal

To create positive impact on local communities and act in line with their needs

Material Topic(s)

- Community Engagement and Investment

The Group is committed to fostering social awareness regarding environmental protection and climate change within local communities. Our employees are actively encouraged to engage in volunteer activities and contribute to social welfare initiatives as a means of giving back to the community. By doing so, we believe it not only raises individual employees' awareness but also enhances the Group's reputation.

As a responsible corporate citizen, we consider it a privilege to be designated as a quarantine hotel, particularly during these challenging and unprecedented times. It presents an opportunity for us to make a positive impact within our community and demonstrate solidarity in overcoming the pandemic together. At Link, this entails caring for one another, taking responsible actions to curb the spread of COVID-19, prioritizing the safety of our guests, and fostering a secure working environment for our staff members.

THE LINK WITH OUR ENVIRONMENT

Goal

To reduce our environmental footprint and combat climate change for a greener future

Material Topic(s)

- Carbon Emission and Energy

The Group is committed to continuously enhancing the eco-friendliness of the Link Hotel. In pursuit of this goal, we have developed an environmental policy that encompasses various areas including energy conservation, waste reduction, water management, and environmental protection. Our policy is strictly aligned with relevant environmental laws and regulations, such as the National Environment Agency Act (Cap. 195) and Environmental Protection and Management Act (Cap. 94A). Through proactive assessment of Link Hotel's operations and by drawing inspiration from best practices within the hospitality industry, we actively optimise the utilisation of resources to help ensure that Link Hotel operates in a sustainable manner.

Climate Change

Climate change has become one of the most critical challenges in our world today. To navigate towards a more resilient future, we have actively implemented a range of climate mitigation and adaptation measures. An ESG-related risk assessment is conducted on a regular basis, which covers climate-related risks to enhance our understanding of the material climate risks of the Group and the corresponding impacts, including the potential consequences if we fail to address the risks. The exacerbation of extreme weather events such as floods, droughts, and heat waves could potentially disrupt our business operations and damage our facilities. We strive to address climate change by adopting the following measures:

➤ Identifying potential climate-related risks and implementing control measures to manage and mitigate the risks through ESG-related risk assessment	➤ Frequently monitoring local weather conditions
➤ Arranging rest periods for staff with outdoor job duties and reminding them to avoid working outdoors and drinking more water to prevent heatstroke on extremely hot days	➤ Informing staff through internal communication channels in case of adverse weather conditions
➤ Regular inspection and maintenance are carried out when necessary, to ensure the building structure and hotel facilities are resilient to adverse weather conditions	➤ Observing government's policies on climate change and updating internal policies to meet relevant requirements, when necessary

Green Targets to Combat Climate Challenges

In an effort to tackle climate change, the Group has set the following green targets and will enhance climate resilience to combat the challenge.

- Emissions: to reduce emissions and greenhouse gas emissions in our operation;
- Waste: to minimise waste generation and avoid unnecessary consumption;
- Energy: to promote efficient use of energy we consume and increase energy efficiency; and
- Water: to utilise water in a responsible manner and enhance water efficiency in our operation.

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Air and Greenhouse Gas Emissions

As the Link Hotel operates around the clock, purchased electricity used for hotel operations such as lighting, air-conditioning and for general usage was the main driver of energy consumption during the Reporting Period, which indirectly generated greenhouse gas emissions. Another key contributor which led to air and greenhouse gas emissions was our shuttle van transportation service which uses unleaded petrol. Although the emissions emitted was not material in creating an impact to the environment, Link will continue to revise our current practices at the workplace, as well as periodically update and enhance the Environmental Policy. We always strive to be more attentive and seek better solutions to reduce our environmental impact.

Waste Management

During the Reporting Period, we did not generate any hazardous waste. However, due to our business nature, non-hazardous waste is inevitably generated with our major source of waste being general refuse and office paper from our daily operations. We have assigned a qualified recycling agency to handle recyclable wastes. In addition, to comply with the requirements from the Environmental Public Health Act of Singapore, our employees are required to dispose of the refuse into the bin and ensure that the bin is covered with a lid at all times.

Water Management

Water is a crucial element in delivering high-quality hospitality services to our guests. We did not encounter any issues in sourcing water that was fit for purpose. As a responsible corporation, we actively promote sustainable water management throughout our operation. By following the Environmental Protection and Management Act of Singapore, we hope to optimise the efficiency of water usage and reduce the environmental impact in the long run.

Resource Conservation

The Group is dedicated to promoting responsible resource consumption, striving to use resources in a more sustainable manner. During the Reporting Period, we did not produce any packaging materials nor had the need to utilise raw materials. The Group aims to optimise the usage of our valuable resources, such as water and electricity, by implementing recycling and waste reduction measures. We hope to conserve resources through the following measures:

➤ Temperatures of air-conditioners are set to be between 25°C and 27°C.	➤ Encourage employees to use recycled paper for printing and copying.
➤ Implementation of the remote energy-saving tuning service to reduce energy spent.	➤ Offer e-confirmation for hotel reservations.
➤ Place green cards to offer options for our guests to make up their hotel rooms upon request, which reduces the usage of laundry services and amenities and helps conserve water.	➤ Reminders such as “go paperless” messages are attached in e-mails to remind employees to refrain from printing if possible.
➤ Usage of sensor lighting for ceilings.	➤ Reminders to employees to switch off all air-conditioning, lights and electrical appliances for any unoccupied rooms and non-office hours.
➤ Make full use of electronic communications and the Office Administration System.	➤ Preference in selecting brands and models of electrical appliances that offer energy efficiency labels.

During the Reporting Period, the Group was not aware of any material non-compliance with relevant laws and regulations in Singapore, including but not limited to the Environmental Protection and Management Act, the Sewerage and Drainage Act of Singapore and the Environmental Public Health Act in relation to the environment.

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ENVIRONMENTAL KPI SUMMARY^{1,2}

	2022	2021	Unit
Air Emissions³			
Nitrogen Oxides (NOx)	0.73	0.06	kg
Sulphur Oxides (SOx)	0.02	0.00	kg
Particulate Matter (PM)	0.05	0.00	kg
Greenhouse Gas Emissions			
Total GHG Emissions ⁴	864.61	863.63	tonnes of CO ₂ e
Direct Emissions (Scope 1)	2.88	0.31	tonnes of CO ₂ e
Indirect Emissions (Scope 2)	861.73	863.31	tonnes of CO ₂ e
Intensity of Total GHG Emissions (Scope 1 and Scope 2)	0.09	0.08	tonnes of CO ₂ e/m ²
Energy			
Total Energy Consumption ⁴	2,113.90	2,117.04	MWh
Purchased Electricity	2,124.06	2,115.96	MWh
Unleaded Petrol	9.84	1.07	MWh
Intensity of Total Energy Consumption	0.21	0.21	MWh/m ²
Water			
Total Water Consumption	10,983.21	14,761.47	m ³
Intensity of Total Water Consumption	1.08	1.45	m ³ /m ²
Waste⁵			
Total Non-hazardous Waste Generated ⁴	72.12	95.14	tonnes
Total Non-hazardous Waste Disposed ⁴	67.44	90.40	tonnes
Total Non-hazardous Waste Recycled	4.69	4.74	tonnes
Intensity of Total Non-hazardous Waste Generated	0.01	0.01	tonnes/m ²

¹ Figures are rounded to two decimal places in this chapter.

² Totals may not be the exact sum of numbers shown here due to rounding.

³ Emissions for SOx and PM were insignificant during 2021.

⁴ The data in 2021 has been adjusted to reflect the actual situation.

⁵ Due to our business nature, we were not aware of any significant generation of hazardous waste and packaging materials during the Reporting Period.

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ESG REPORTING GUIDE CONTENT INDEX

A. Environmental		Chapter/Disclosure	Page
Aspect A1: Emissions			
General Disclosure		The Link with Our Environment	19-21
Information on:			
(a) the policies; and			
(b) compliance with relevant laws and regulations that have a significant impact on the issuer			
relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.			
KPI A1.1	The types of emissions and respective emissions data.	Environmental KPI Summary	21
KPI A1.2	Direct and energy indirect greenhouse gas emissions and intensity.	Environmental KPI Summary	21
KPI A1.3	Total hazardous waste produced and intensity.	Due to our business nature, we were not aware of any significant generation of hazardous waste during the Reporting Period.	N/A
KPI A1.4	Total non-hazardous waste produced and intensity.	Environmental KPI Summary	21
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	Climate Change Air and Greenhouse Gas Emissions	19-20
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Climate Change Waste Management	19-20

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A. Environmental		Chapter/Disclosure	Page
Aspect A2: Use of Resources			
General Disclosure			
Policies on the efficient use of resources, including energy, water and other raw materials.		The Link with Our Environment	19-21
<i>Note:</i> Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.			
KPI A2.1	Direct and/or indirect energy consumption by type in total and intensity.	Environmental KPI Summary	21
KPI A2.2	Water consumption in total and intensity.	Environmental KPI Summary	21
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Climate Change Resource Conservation	19-20
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Climate Change Resource Conservation	19-20
KPI A2.5	Total packaging material used for finished products, and if applicable, with reference to per unit produced.	Due to our business nature, we were not aware of any significant consumption of packaging materials during the Reporting Period.	N/A
Aspect A3: The Environment and Natural Resources			
General Disclosure			
Policies on minimising the issuer's significant impact on the environment and natural resources.		Resource Conservation	20
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Resource Conservation	20
Aspect A4: Climate Change			
General Disclosure			
Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.		Climate Change	19
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Climate Change	19

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B. Social		Chapter/Disclosure	Page
Employment and Labour Practices			
Aspect B1: Employment			
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.		The Link with Our People	13-17
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Equal Employer	13
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Equal Employer	14
Aspect B2: Health and Safety			
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer. relating to providing a safe working environment and protecting employees from occupational hazards.		Occupational Health & Safety	16
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	No work-related fatalities occurred in each of the past three years including the reporting year	N/A
KPI B2.2	Lost days due to work injury.	Occupational Health & Safety	16
KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Occupational Health & Safety	16

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B. Social		Chapter/Disclosure	Page
Aspect B3: Development and Training			
General Disclosure		Training and Development	14-15
Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.			
<i>Note:</i> Training refers to vocational training. It may include internal and external courses paid by the employer.			
KPI B3.1	The percentage of employees trained by gender and employee category.	Training and Development	15
KPI B3.2	The average training hours completed per employee by gender and employee category.	Training and Development	15
Aspect B4: Labour Standards			
General Disclosure		Labour Standards	17
Information on:			
(a) the policies; and			
(b) compliance with relevant laws and regulations that have a significant impact on the issuer			
relating to preventing child and forced labour.			
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Labour Standards	17
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Labour Standards	17
Operating Practices			
Aspect B5: Supply Chain Management			
General Disclosure		Supply Chain Management	12
Policies on managing environmental and social risks of the supply chain.			
KPI B5.1	Number of suppliers by geographical region.	Supply Chain Management	12
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Supply Chain Management	12
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Supply Chain Management	12
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Supply Chain Management	12

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B. Social		Chapter/Disclosure	Page
Aspect B6: Product Responsibility			
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.		The Link with Our Guests	10-12
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Due to our business nature, this KPI was immaterial to the Group and therefore not disclosed.	N/A
KPI B6.2	Number of products and service-related complaints received and how they are dealt with.	Quality Assurance	10
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Due to our business nature, this KPI was immaterial to the Group and therefore not disclosed.	N/A
KPI B6.4	Description of quality assurance process and recall procedures.	Quality Assurance	10
KPI B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	Privacy Protection	12
Aspect B7: Anti-corruption			
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.		Anti-corruption	17
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Anti-corruption	17
KPI B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Anti-corruption	17
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Anti-corruption	17

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B. Social		Chapter/Disclosure	Page
Community			
Aspect B8: Community Investment			
General Disclosure		About Link Hotel	3-4
Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.		The Link with Our Community	18
KPI B8.1	Focus areas of contribution.	The Link with Our Community	18
KPI B8.2	Resources contributed to the focus area.	The Link with Our Community	18