

# Holding ourselves accountable

Kia mau ki te tika

Hind Management: Progress against our ESG targets

2023



# Update from our CSO

## Adapting and evolving our ESG commitments.



Hind Management CSO, Kanika Jhunjnuwala

In 2023, we made significant strides towards our targets in our ESG strategy. As we made progress, we found some of our goals to be premature, resulting in a need to change tack and ensure we are progressing in a way that aligns with deeper business goals while still achieving our ESG strategy. As we gathered new information, some of our initial objectives evolved to be more aligned with our long-term vision. We refined our goals to better reflect both our evolving business needs and the complex realities of ESG.

One of the significant changes we made was to certify our hotels as [Toitū carbonreduce](#) instead of [Toitū net carbonzero](#). We are still measuring, auditing, and reducing our emissions but are no longer offsetting our emissions. Instead, we are allocating some of these resources to building our sustainability fund which helps us kickstart our ESG initiatives.




We are empowering our people in the hotels and care teams to ensure their sustainability ideas are implemented in our hotels to give them ownership over the changes they want to see. An example is the elimination of glad wrap in Sudima Queenstown and finding solutions to reduce with the view

of eliminating the use of single use plastic rubbish bags. We find we need to change the way we operate in order to incorporate ESG initiatives into our day-to-day operations. This has required slow and steady behaviour and mindset shifts to develop solutions that work best for our business and our future.




Some of our proudest moments have been meeting the requirements for our Sustainability Linked Loan that we hold with BNZ. Additionally, we have retained the Accessibility Tick and made continuous improvement by consulting industry experts and people with lived experience. We have found the culture in our company changing to foster more inclusion and belonging.






Our focus for 2024 is to emphasise external storytelling and internal engagement, ensuring that every member of our team is equipped to understand and participate in our ESG journey. While some goals have shifted, these changes reflect our commitment to finding solutions that have the best outcomes for our people, communities, our guests, and our environment. We continue to do what we can to embed a culture of kaitiaki at the heart of our business and make progress towards our goals.

# Progress Against our Targets

Action	Indicator	Baseline	2027 target	Progress Against Target	Progress Status
<b>Whanaungatanga - Our People</b>					
Train staff on unconscious bias	Percentage of staff trained in unconscious bias	Baseline will be established in 2022	100%	'Inclusive Recruitment & Unconscious Bias' is an online training available to all employees via our learning management system. Training has been completed by 23 employees in 2023. Starting from May 2024, 'Unconscious Bias' e-learning will be included in the onboarding process for anyone joining Hind Management.	
Continue our commitment to audit business units on their accessibility	Number of business units assessed for accessibility	Four properties assessed externally with ratings. Hotels were assessed externally and given a rating in the past. This is no longer offered so we are creating a process to internally assess buildings more regularly based on updated standards provided from an external party	100%	We have set up an internal process to include accessibility walks in our monthly Health and Safety walk which is at each business unit. We need to establish a process to ensure we update the contents of the walk regularly in line with best practice.	
Foster awareness of access needs through training	Percentage of employees completed accessibility confident training or similar	Baseline will be established in 2022	100% within 6 months employment	13 employees completed 'Hidden Disabilities - Sunflower Training' in 2023. New e-learning modules focused on building accessibility confidence will be available for all staff from May 2024.	
Initiate internship program for Māori and Pacifica	Number of internships offered	0	Cumulative - 4	We developed and launched an Internship program in Q4 2024 aimed at Maori and Pacifica Youth, targeting first placements in Feb 2025, aiming for 2 placements in the 1st year and building year on year. The internship includes a scholarship for further hospitality or tourism studies upon completion.	
Provide learning and development opportunities for our staff	Number of hours of professional development & education offered	Baseline will be established in 2022	Increase 5% from base 2022	In 2023, staff completed the total of 4610 hours (32% for online training and 68% for in-person training). On average, each employee completed 3.64 hours of training.	
Measure wellbeing sentiment	Permanent staff wellbeing scores each quarter, reporting on - personal / company motivators, happiness and relationships	Aug 22: 4.2/5, Nov 22: 3.8/5	Overall average score to remain above 2.8/5	2023 - Q1 3.6, Q2 4.07, Q3 3.85, Q4 3.88 New system 2024 will be gap Q1&2 and commence again Q3	

## Kaitiakitanga – Environmental Sustainability

<p>Measure, report, and mitigate our operational emissions through ISO 14064.</p> <p>Add all new business units within two years of operating</p>	<p>Our carbon footprint</p>	<p>SAA, SCA, SLR and SCC emissions- 1043.5tCO<sub>2</sub>e or 36kgCO<sub>2</sub>e/m<sup>2</sup> offset through certified carbon credits</p>	<p>29kgCO<sub>2</sub>e/m<sup>2</sup></p>	<p>Our absolute emissions for our audited properties (SAA, SAC, SLR, SCA, SCC, SQN) is 1412 tCO<sub>2</sub>e which is 34 kgCO<sub>2</sub>e/m<sup>2</sup>.</p> <p>We have missed the mark on the emissions intensity target as we had a couple of unexpected refrigerant leaks. We are investigating what can be done to prevent leaks in the future. We have stopped offsetting our emissions and are choosing to reinvest that money into ESG initiatives and are now a part of the Toitū carbonreduce program not the Toitū net carbonzero program anymore.</p> <p>We bought Renewable Energy Certificates (RECs) from BraveTrace and managed to lower our absolute market based emissions to 1392.31 tCO<sub>2</sub>e which is 33 kgCO<sub>2</sub>e/m<sup>2</sup>.</p>	
<p>Specify all large commercial appliances use natural refrigerants with low GWP</p>	<p>Our GHG liability associated with refrigerants</p>	<p>SAA, SCA, SLR, SCC Total Liability- 1688 tCO<sub>2</sub>e. Create accurate registers and refrigerant policy</p>	<p>Buy only lowest GWP tech. Remove all high GWP emitting refrigerants where technology exists</p>	<p>Created a refrigerant register for all hotels; created a policy which we have communicated with all suppliers and decision makers in the businesses. Finding it hard to source new equipment that is available in NZ. Additionally, the replacement of some old tech is not feasible as it requires a complete retrofit of the buildings. Also finding the registers are not being updated regularly enough. Investigating asset management software to make this more accurate</p>	
<p>Complete feasibility study for solar panels on each business unit</p>	<p>Number of kWh of solar installed and % of renewable electricity</p>		<p>Zero</p>	<p>Installed solar panels on SAA in Dec 2022 which generated over 115 MWh of electricity in 2023 which is approximately 11.5tCO<sub>2</sub>e of avoided emissions.</p> <p>We are creating an Energy Transition Plan for 6 Sudimas (not SKK) which will include consideration of solar panels therefore this target will shift to something reflective of the outcome of the ETP.</p>	

Action	Indicator	Baseline	2027 target	Progress Against Target	Progress Status
Establish a Carbon Reduction Plan for each business unit and the business as a whole	Number of business units with carbon reduction plans	0	2	We are starting to create Energy Transition Plans for 6 Sudimas (not Sudima Kaikōura)	
Install Electric Vehicle and Ebike chargers in conjunction with partners where possible	Number of business units with EV and Ebike chargers	3 with Electric Vehicle and 0 with ebike	100%	No update. We are waiting for new technology to come out which will help us transform long term.	
Evaluate the feasibility of rain water harvesting	Business units with rainwater harvesting	Baseline will be established in 2022	All new business units with rainwater harvesting where feasible	SAA now has a meter on rainwater harvesting and we are recording this weekly. No other progress made.	
Monitor water use in each business unit and reduce water use	Water usage	Currently monitored through bills	Install IoT water meters and water saving tech at each business unit where feasible	SCA has a pulse meter for the water coming into the building. There was some indication that Auckland Council would also be doing this so we have not investigated further in this region. No other hotels have IoT water metering	
Implement sub metering across all business units to measure gas, electricity and water consumption	Number of business units with sub metering	0	2	No progress made as buildings are more complex in the way the elec, water and gas are supplied to them. Change this target to ensure we monitor specific equipment so we get better use data to see if they are overspecified and can be reduced in size when we switch them. Eg boilers and chillers etc. this will also give us an indication when something goes wrong	
<b>Mana Whakahaere – Responsible Procurement</b>					
Operate a zero waste business	Our recycling and waste statistics	Baseline will be established in 2022	Improve systems of measurement	We still need to work on how and where our rubbish is being processed with our rubbish suppliers and the way we give it to them. What we have done is recorded our plastic usage in a software called “plastick” so we can see how our plastic usage changes as we make changes in our business. With the elimination of sweets etc from conferencing and using bulk jars now we have seen the top 5 sources of plastic change to exclude individually wrapped snacks.	

Work with our suppliers to eliminate plastic in our direct supply chain	Avoided plastic	40,000 pieces avoided annually	200,000 pieces avoided annually	We are working with our suppliers to see what they can do to eliminate any plastic in what they supply us. First we are working with the key consumable suppliers and then will move on to others. Since we are using plastic we will measure this in weight going forward	
Create a Responsible Procurement Policy and Pledge for our suppliers to sign	Key consumable suppliers who signed the Responsible Procurement Pledge	0	80% key consumable suppliers	Around 80% of our suppliers have signed the responsible procurement pledge	
<b>Manaakitanga - Authentic Experiences</b>					
Educate team in Te Ao / Te Reo	Number staff who complete Te Ao / Te Reo training	14 (including 10 in senior positions)	57 (including 14 in senior positions)	In December 2023, we created guidelines for Te Ao Māori and Te Reo Māori training to ensure clarity and transparency. We are committed to building cultural capabilities through our internal Māori network, appointing Māori Champions, and offering internal training resources via our new learning platform, Te Kura (Māori for 'gathering of learning'). Since senior staff drive cultural change, we are focusing on their training to lead by example and help achieve our target of embedding Māori values across all levels.	
Include bilingual or Te Reo signage in any new business unit / retrofits	Number of business units with bilingual or Te Reo signage	0	3	SKK done, SLR to be done 2024 (delayed due to issues with our signage company), any further dependent on budget / requirement to re-fit	
Give guests an incentive to go green in their rooms	Number of nights a guest decides to go green in their room	Baseline will be established in 2022	3% increase	We are no longer giving guests an incentive to go green in their rooms as this was leading to operational difficulties. Instead we are planting 12,000 native trees/ year with a portion of the money that we save from going green. We need to work on the storytelling around this	
<b>Ōhanga Oranga - Ethics and Governance</b>					
Create accountability in our systems	Our progress against our targets and goals	Creating methods of gathering data regularly	Include ESG report alongside financial reporting. Create annual external facing ESG report	ESG report is going out as part of monthly managers report but there is a lack of understanding from some of the people writing it and some of the people reading it. Need to ensure it is concise and easy to understand and fill in any educational gaps. Also need to reformat it to make it more relevant	

Action	Indicator	Baseline	2027 target	Progress Against Target	Progress Status
Ensure outreach is strategically aligned with our mission and vision	List of our partners and philanthropic impact where applicable	Baseline will be established in 2022	Regularly measure impact we create through these partnerships and ensure they are strategically aligned	Care teams are re-forming and taking longer than expected so each hotel has not established a community partner to work with. Trying to create a list of other partners where we list the investment in them and this is sitting with the finance dept	
Retain our commitments to external accreditations like Accessibilty Tick, be.lab etc where applicable	List of accreditations and memberships, supported by ratings where applicable	Baseline will be established in 2022	Regularly measure impact we create through these partnerships and ensure they are strategically aligned	We have a list of accreditations but this needs to be updated and properly curated. We have a list of accreditations but this needs to be updated and properly curated.	

He kura te tangata  
People are precious

