

Holding ourselves accountable

Kia mau ki te tika

Hind Management: Progress against our ESG targets

2024



Update from our CSO

Adapting and evolving our ESG commitments.



Hind Management CSO, Kanika Jhunjnuwala

This year has been a challenging one, but it's reminded us that progress is rarely linear. What matters most is that we continue to learn and grow — especially through setbacks — as we meander along our ESG journey. We're starting to build in a way that's more future-focused and resilient, not just from an environmental and social standpoint, but from a business continuity lens too.

We're extremely proud of the work we've done in the accessibility and diversity space — in how we show up for our employees and guests, and in how we've strengthened our learning and development offerings to support what sits at the heart of our business. With the support of our partners, we're continuing to evolve these areas, developing deeper understanding and building wraparound systems of support that create lasting impact.

At the same time, there's still a lot we haven't yet achieved. Some projects have taken longer than expected, and shifting priorities have required us to adapt. That's the nature of this work — complex, ongoing, and deeply connected to every part of the business.

Looking ahead to 2025, we'll be turning our focus to better understanding what sustainable

procurement means within our context. This includes taking stock of the products we use, understanding their environmental characteristics, how they're used, and what happens at their end of life. This work will help us build more informed, responsible supply chains. We're also in the process of developing an implementation plan to support our energy transition goals, with the aim of delivering long-term environmental and financial benefits.




We know sustainability isn't a space where change happens quickly. ROI timelines can be long, impact often shows up in qualitative ways, and it's difficult to measure success against traditional business metrics. But that doesn't make the work any less important. It just makes it more worthwhile.

Progress Against Our Goals

Action	Indicator	Baseline	2027 target	Progress Against Goal	Progress Status
Whanaungatanga – Our People					
Train staff on unconcious bias	Percentage of staff trained in unconscious bias	2023: 2%	100%	Since May 2024, the 'Unconscious Bias' e-learning has been included in the onboarding programme mandatory for all new hires. As of December 2024, 17% of all employees have completed the Unconscious Bias training. Communication targeting all employees scheduled for July 2025.	<div></div>
Continue our commitment to audit business units on their accessibility	Number of business units assessed for accessibilitiy	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. These audit template has been implemented. The comments from our external party are still pending.	<div></div>
Foster awareness of access needs through training	Percentage of employees completed accessibility confident training or similar	2% in 2023	100% within 6 months employment	As of December 2024, 11% of all employees have completed Accessibility Awareness and/or Hidden Disabilities training. The course will be added to the onboarding programme in Q3 2025.	<div></div>
Initiate internship program for Māori and Pacifica	Number of internships offered	0	Cumulative - 4	<p>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 2025 and building year on year. The internship includes a scholarship for further hospitality or tourism studies upon completion.</p> <p>We will also be starting an internship for other minority groups so change this target to Internships for minortiy groups (including, but not limited to, Māori and Pacifica, Accessibilitiy and NEET)</p>	<div></div>
Provide learning and development opportunities for our staff	Number of hours of professional development & education offered	1547 hours	Increase 5% from baseline	<p>2023: 2262 hours (+46% vs baseline) 2024: 4033 hours (+60% vs baseline).</p> <p>Out LMS changed in May 2024 so we should be able to track more accurately</p>	<div></div>

Action	Indicator	Baseline	2027 target	Progress Against Goal	Progress Status
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	New system moved back to 6 monthly 2024 Q3 3.95	<div></div>
Kaitiakitanga – Environmental Sustainability					
Measure, report, and mitigate our operational emissions through ISO 14064. Add all new business units within two years of operating	Our carbon footprint	SAA, SCA, SLR and SCC emissions- 1043.5tCO ₂ e or 36kgCO ₂ e/m2 offset through certified carbon credits	29kgCO ₂ e/m2	<p>Our absolute emissions for our audited properties (SAA, SAC, SLR, SCA, SCC, SQN, SKK) is 1885 tCO2e which is 39.7 kgCO2e/m2.</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.</p>	<div></div>
Specify all large commercial appliances use natural refrigerants with low GWP	Our GHG liability associated with refrigerants	SAA, SCA, SLR, SCC Total Liability- 1688 tCO ₂ e. Create accurate registers and refrigerant policy	Buy only lowest GWP tech. Remove all high GWP emitting refrigerants where technology exists	<p>Our refrigerant registers are becoming cumbersome for some properties and we are investigating an asset register system which will help us create a more accurate record.</p> <p>Currently, we do not know of any refrigerant swaps we can do to lower our GWP liabilities.</p> <p>We have continued to buy lower GWP refrigerant equipment across the business.</p>	<div></div>
Complete feasibility study for solar panels on each business unit	Number of kWh of solar installed and % of renewable electricity	Zero	3 Business units with solar.	<p>11% of the electricity at SAA was produced by solar in 2024.</p> <p>Installed solar panels on SAA in Dec 2022 which generated over 124 MWh of electricity in 2024 which is approximatley 12.4tCO2e of avoided emissions.</p> <p>We have Energy Transition Plan for 6 Sudimas (not SKK) which include consideration of solar panels. Currently, they require a lot of capital with an ROI for each of them. We need to get each htoel in a position to have the capital to install the solar.</p> <p>We did not purchase RECs in 2024, however in 2023 we did at SAA and SLR.</p>	<div></div>

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Establish a Carbon Reduction Plan for each business unit and the business as a whole	Number of business units with carbon reduction plans	Zero	7	Lumen has developed Energy Transition Plans for six Sudima hotels, excluding Sudima Kaikōura. We are going to focus on creating implementation plans for these transition plans.	<div></div>
Install Electric Vehicle and Ebike chargers in conjunction with partners where possible	Number of business units with EV and Ebike chargers	3 hotels with EV and 0 with E-Bike	100% of business units with EV chargers	<p>We now have 4 hotels (SCA, SLR, SAA, SKK) with EV charging.</p> <p>There is no place to install EV chargers at SAC as there is no parking for our guests. We still need to install EV chargers at SCC. SQN has chargers in the larger 5 mile carpark.</p> <p>No progress made on ebike chargers.</p>	<div></div>
Evaluate the feasibility of rain water harvesting	Business units with rainwater harvesting	1 hotel with rainwater harvesting	All new business units with rainwater harvesting where feasible	SCA and SAA have rainwater harversing. We have not evaluated the feasibility of rainwater harvesting across the portfolio.	<div></div>
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	<p>SCA and NCA have 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 investgated further in this region. No other hotels have IoT water metering.</p> <p>We have low flow taps and showers but will check these again to ensure they are still working.</p> <p>We are investigating the feasibility of installing a water meter on a DHW meter system in one hotel (SCA). Change the progression of this target to increase low flow tech in the hotels and grow awareness of how to save water in ops.</p>	<div></div>
Implement sub metering across all business units to measure gas, electricity and water consumption	Number of business units with sub metering	0	2	<p>No progress has been made due to the complexity of how electricity, water, and gas are supplied to these buildings. Update this target to focus on monitoring specific equipment instead, enabling us to gather more accurate usage data. This will help identify if equipment is oversized and can be downsized during replacement (e.g., boilers, chillers). It will also provide early indicators of potential issues when performance deviates from expected patterns.</p> <p>We have insalled meters on our gas and electric wok at SAC and on the HHW system at SAA. 3 pieces of equipment with meters.</p>	<div></div>

Action	Indicator	Baseline	2027 target	Progress Against Goal	Progress Status
Mana Whakahaere – Responsible Procurement					
Operate a zero waste business	Our recycling and waste statistics	SAA, SLR, SCC, SCA waste diversion in 2023: 24%	Improve systems of measurement	<p>In 2024, we diverted 42.4% of our waste from landfill.</p> <p>We're continuing to work with our waste suppliers to better understand how our rubbish is processed, including pushing for more accurate breakdowns, regular weight data, and expanded acceptance of items like soft plastics. However, this is really hard to achieve as it calls for our suppliers to change the way they operate. We are asking them to work with us and make small changes.</p> <p>Internally, we are continuing to use a software called 'Plastick' to monitor changes as we adjust operations. We have a plan to record more accurate and consistent data in this software in 2025 than we have had previously.</p>	
Work with our suppliers to eliminate plastic in our direct supply chain	Avoided plastic	2021: 40,000 pieces avoided annually, or about 5 tonnes of plastic avoided	200,000 pieces avoided annually which is roughly 5 tonnes being used in 8 hotels	<p>2023: 8.6 tonnes consumed (827,646 pieces) 2024: 5.57 tonnes consumed (654,869 pieces) In one year, we have reduced our plastic waste consumption by around 3 tonnes (roughly 170,000 pieces).</p> <p>Additinally, we are working with our suppliers to return plastic containers. Through this we have managed to give back approximately 1.95 tonnes of plastic to our suppliers. We've started developing a database for this and expect the data to get more accurate in the future.</p> <p>We still have challenges with gathering accurate data. In 2025, we will work with our suppliers to get an idea of all the consumables they supply us so we can better standardised tracking across the group and slowly create SOPs to help eliminate/ reduce plastic and other consumables.</p>	
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	<p>100% of our key consumable suppliers have signed the pledge</p> <p>Now we are starting to ask all suppliers to sign.</p>	

Action	Indicator	Baseline	2027 target	Progress Against Goal	Progress Status
Manaakitanga – Authentic Experiences					
Educate team in Te Ao / Te Reo	Number staff who complete Te Ao / Te Reo training	10 Senior staff courses completed	7 new senior staff courses completed annually, or 78 cumulatively	<p>2021: 10 Senior staff courses completed</p> <p>2022: 18 Senior staff courses completed (28 cumulative)</p> <p>2023: 13 Senior staff courses completed (41 cumulative)</p> <p>2024: 14 Senior staff courses completed (55 cumulative)</p> <p>While our target is for senior staff to do the courses, they are offered to all our staff.</p>	<div></div>
Include bilingual or Te Reo signage in any new business unit / retrofits	Number of business units with bilingual or Te Reo signage	0	3	2 business units with Te Reo only wayfinding. SKK & SLR complete (SKK done on build, SLR done as re-fit), any further dependent on budget / requirement to re-fit.	<div></div>
Give guests an incentive to go green in their rooms	Number of nights a guest decides to go green in their room	27% of guests chose to Go Green in 2023	3% increase	<p>In 2024, 18% of guests chose to Go Green.</p> <p>We've decided to incentive guests by using a portion of the savings to plant 12,000 native trees every year – a shift that supports biodiversity and climate resilience across Aotearoa. We're actively working on how we tell this story, so guests can see the deeper impact their stay contributes to.</p>	<div></div>
Ōhanga Oranga – Ethics and Governance					
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	<p>Our ESG report is currently included in the monthly managers' report, but we've identified gaps in both understanding and engagement – from those filling it out and those reading it. To address this, we'll focus on making the report more concise, easier to interpret, and relevant to each department. We'll also reformat the layout and provide simple guidance or training to fill any knowledge gaps, so that ESG reporting becomes more meaningful, consistent, and actionable across the business.</p> <p>We need to figure out how to creat our external facing report earlier in the year.</p>	<div></div>

Action	Indicator	Baseline	2027 target	Progress Against Goal	Progress Status
Ensure outreach is strategically aligned with our mission and vision	List of our partners and philanthropic impact where applicable	Not yet established as we do not know how to quantify this	Regularly measure impact we create through these partnerships and ensure they are strategically aligned	We've combined the CARE Team and DEI Committee into a new initiative called PlanetKind – a unified space for collaboration on belonging and sustainability. The goal is to raise awareness, celebrate diversity, implement sustainable practices, and spark ongoing innovation across both people and planet-focused efforts. Through this, we also aim to build stronger relationships and partnerships with a range of community organizations. We are facing difficulties figuring out how to measure the impact created through our partnerships and will need to investigate that further.	<div></div>
Retain our commitments to external accreditations like Accessibility Tick, be.lab etc where applicable	List of accreditations and memberships, supported by ratings where applicable	Not yet established as we do not know how to quantify this	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 also need to figure out how to measure impact in these spaces.	<div></div>

He kura te tangata
People are precious

