

Sustainability Report

Heritance Kandalama
2021/22





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Message from General Manager

Sustainability has emerged as an important component to our everyday lives, directly shaping our daily activities – the products we purchase, the materials we recycle, and our climate change, and many more. While its exact definition may vary, the concept of sustainability is generally recognized as integrating the environmental, social and economic aspects of our lives, and aims to strike a balance over the long term. As a five-star rated Resort, Heritance Kandalama is following its best sustainable practices on the process and assist clients in developing sustainable approaches to all the challenges, over the past 27 years, and many more to continue in future.

Heritance Kandalama Being the strongest pioneer for the Eco-friendly resort, its quality and success are rewarded and recognized many times by different organizations worldwide.

I take most pride in the fact that as a resort we have taken lots of initiatives, actions, methods and practices to influence more sustainable environment. Resort continued to benchmark against the Green Globe 21, Earth Check Silver certification and improvement system that assist the international travel and tourism industry to attain sustainability. Through the implementation of productivity initiatives such as 7S, has enabled the resort to optimize its return to the nation. Over 55% of the Heritance Kandalama staff originate and live within close approximately of the resort and in border and we empower the people around the resort, in Kandalama and Dambulla by sourcing and procuring a range of services and products for the resort. I take this opportunity to thank all who have supported on continuing this sustainable joinery any many more years to continue the same because we 'Heritance Kandalama' believe that there's no business if it's not sustainable. In conclusion, I would like to thank our Heritance Kandalama family of specialists for their great work. They are dedicated to our achievements in sustainable way.

Heritance Kandalama is always continued to grow and uphold with sustainability practices in current and future business.

General Manager
Heritance Kandalama

Our Vision

To be the global leader in sustainable tourism which attracts intelligent stakeholders to experience high quality eco luxury products and services.

Our Mission

To delight all stakeholders by practicing world class business ethics and values while continually improving business viability through development of the human asset.



Corporate Sustainable Policy

Aitken Spence Hotels Integrated Sustainability Policy

We understand corporate sustainability as a proactive approach to ensure the long-term viability, profitability and integrity of the business. As a leading hospitality group operating in several countries, we remain committed to continue our heritage of exemplary corporate citizenship by aligning our sustainability strategies with global initiatives on sustainable development.

Policy Statement

Aitken Spence Hotels strives to:

- a) Exceed all legal and other requirements necessary for the sustainable operation and development of our company
- b) Facilitate the achievement of the UN Sustainable Development Goals and strengthen the adoption of the ten principles of the UN Global Compact
- c) Conduct all business in an ethical manner, promoting the adherence to the UNWTO Global code of ethics for Tourism and encourage and support our partners to conduct business ethically
- d) Use environmental management systems in all organizational operations and activities and commit to prevent pollution
- e) Engage with stakeholders, consider their opinions at all stages of planning and operations
- f) Encourage supply chains to implement and manage sustainable strategies
- g) Inculcate sustainability concepts and views in strategic decision making
- h) Use sustainable processes in organizational operations considering all relevant risks
- i) Promote innovation in the processes and products & services provided to customers
- j) Continually enhance quality of products, services and value provided to customers while ensuring profitability
- k) Get involved in community development projects and ensure employee participation
- l) Support local communities by providing employment and purchasing from local suppliers wherever possible
- m) Use the occupational health and safety management system as a basis to provide employees with a safe and healthy working environment
- n) Harness a strong and competitive human resource
- o) Support and promote the protection of internationally proclaimed human rights
- p) Report performance in a timely and accurate manner for the benefit of our stakeholders
- q) Be diligent to information security and comply with all relevant rules, regulations, industry standards and guidelines to safeguard the internal information assets, maintain information confidentiality, integrity, and availability
- r) Avoid depicting attitudes that are discriminatory or offensive to a gender, religion, ethnicity, culture
- s) or a social group; or are politically biased in company's communications
- t) Uphold annual performance review and planning
- u) Support and promote the protection of internationally proclaimed ethical treatment of animals

Implementation

The Board of Aitken Spence Hotel Holdings PLC, Aitken Spence Hotel Managements Ltd. and the Sustainability division will be responsible on setting guidelines and giving directions.

For internal circulation, policy statement will be accompanied by documents containing action points on each tier of implementation and explanatory notes.

Awareness and training programs to facilitate the implementation of the policy would be undertaken where necessary.

Sustainability Strategy

Introduction

The resort is a fully-fledged five star property, especially distributing the new concept of eco luxury for the niche market of the national and international tourism. The resort consists of 152 fully air-conditioned rooms with the breath-taking view of Sigiriya Rock Fortress, Dambulla Cave Temple, the Kandalama Tank which dates back to 17th century AD and the pristine forest, which is the tail end of knuckles range, Matale. The product was introduced to the market in the year 1994 after investing more than LKR. 850 million and was fully refurbished in the year 2005 spending LKR. 650 million to maintain the product quality and customer expectations. State of the Art Conference Facility is the latest value addition to Heritage Kandalama. The conference Centre has dedicated 5 breakout rooms, a dining room to be utilized when a high profile, tight scheduled business meeting is taken place. It is complemented with the latest audio visual, lighting and stage facilities. The exclusive car park of the conference centre can accommodate more than 75 cars at a time. The investment for the conference centre has amounted to LKR. 350,000,000. The resort has 6 room categories, namely Superior, Luxury, Deluxe, Suite, Luxury Suite and Royal suite to provide with a diversified range of intelligent luxury to its stakeholders. Fully air-conditioned two restaurants, three bars, a coffee lounge and an Arrival Lounge provide the customers the convenience of experiencing a variety of food and beverage wrapped with the genuine local hospitality. The resort serves a range of world class food products, mainly buffet meals which the price starts from LKR. 3,500.00. The other dining experiences that are offered to its customers spread between LKR 34,000 and LKR. 82,500. Things like Dining at Deshamanya Geoffrey Bawa's table and Cave dinner, have gained a very high popularity amongst customers. Although the food products and other raw materials are relatively expensive, the pricing strategy maintain very carefully due to the value additions and continual quality improvement in the whole process, thus gaining higher profit margins by its operation.

Sustainability /Risks & Opportunities

This report consists of Heritage Kandalama's business activities, up to which extent the hotel operation is sustainable, how the risks are calculated, minimized and recover over a period of time making least adverse impacts to its environment and society. There are 50 criteria defined by the national green reporting system (NGRS) of Sri Lanka and Heritage Kandalama is reporting under 50 criteria with maximum available data and analysed information. The key impacts identified by the resort are quality of products and services, use of energy, fresh water and disposal of solid and liquid waste and emissions by usage of especially energy.

Main risks associated with the business are strategic, financial and operational. Since the organization is located in an environmentally sensitive area, the management pays a great attention on its adverse impacts to the environment. The opportunities that are identified by the organization remain very similar to the Aitken Spence Hotel Holdings Plc which is the mother company. However, the management strongly believes that the environmentally friendly tourism will play a major role in the global tourism market in order to give sustainable socio-economic benefits to an organization and a country.

The Risk Management

With the end of the 30-year civil war and the current COVID-19 pandemic in Sri Lanka and the stabilization of the impacts of the global recession the world tourism industry continued in its path to recovery which is highlighted by the increase in inbound tourist arrivals throughout the world. This represents an environment where opportunities for growth are immense. Therefore, Heritance Kandalama has identified the importance of adopting a structured risk management approach which enables the resort to identify and evaluate new growth opportunities and the risks involved.

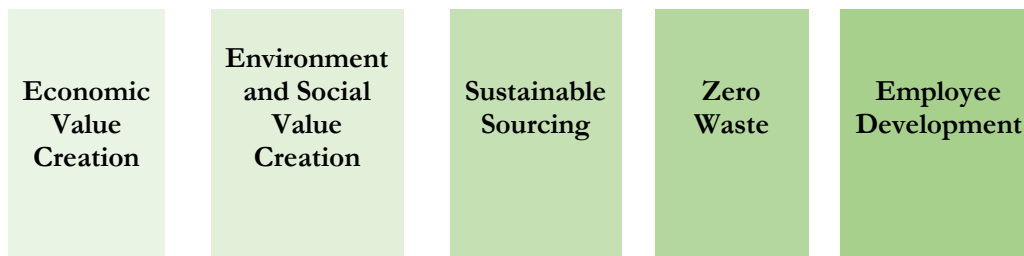
We are taking every effort to ingrain aspects of responsible tourism into their operations, embracing sustainability precepts as our guiding principle. The long-term vision is to build on the foundation of sustainability. Therefore, the strategies and operations that support their short-, medium- and long-term goals are inextricably bound to principles of sustainable business.

The sustainability objectives of the Hotel focus on four critical areas:



The hotel is having a sustainability policy which provides a sustainability structure and a platform whereby the principles of sustainability can be embedded into corporate policy.

In embedding sustainability within their operations and strategy, they have targeted five core areas:



Goals / Targets

As we look ahead, our focus will be on continuing to build loyalty to our parent company, understanding and attracting next generation associates and guests, embracing innovation and technology, and generating value for our hotel owners. We believe success in achieving these goals will allow us to sustain our presence in the market and profitability.

Our focus on sustainable hotel operations which provides job opportunities for the locals, local businesses and grows local economic and tourism infrastructure in this area.

Management Approach

Sustainability is fully integrated into the business concept of Heritance Kandalama and in fact the hotel pioneered in bringing the sustainability in to the business activities in Sri Lanka in the year 1994. Heritance Kandalama, then it was called Kandalama Hotel is one of the very first organization in Sri Lanka to conduct Environment Impact Assessment (EIA) and has evolved with 3R principle to 7R principle, a way of life in contributing to the triple bottom line, 5S to Green Productivity. The environmentally friendliness, social sensitivity, economic viability is an inherent achievement of the resort from its inception which now have become a buzz word in the business scenario. In long term, the Resort views its sustainability focus to be a key not only to the financial and commercial interest of the hotel but also to Sri Lanka as a destination. With a growing number of travellers looking towards green destinations in an effort to minimize their own carbon footprints, the resort will be a forerunner in assisting Sri Lanka to achieving a green destination status. Furthermore, by protecting the environment and the culture within which it operates the resort identifies its capacity to differentiate the product offer and retain a truly Sri Lankan identity. Sri Lanka is not a nation geared for mass tourism. Its tourism infrastructure capacities coupled with the nature of the product, allows the nation to specialize and cater to niche segments of high-end travellers. Thus, the destination should be pursuing a strategy of sustainable tourism whereby tourism is utilized as a tool to preserve the nation's culture, heritage and environment and not over-exploit them through continuously increasing visitations. By integrating CSR into core business processes and stakeholder management, the Resort recognizes its ability to achieve the ultimate goal of creating both social value and corporate value. However, the adaptation of CSR and sustainability goes beyond face value, the Resort views sustainability as a strategic avenue for growth in the long-term. As opposed to ad-hoc philanthropy, strategic sustainability streams are embedded into the overall business approach and filters to the fundamental business practice. This, the Resort perceives sustainability beyond the scope of stepped-up environmental performance, but as a comprehensive way of doing business; one that delivers tremendous economic value and opens up a vast array of new opportunities. The company's unwavering commitment to sustainability is evident in the inclusive role that sustainability plays in its daily operations. In much the same manner, engagement and involvement with the community within which the Resort operates is fundamental to values and ethics.

Corporate Governance

Heritance Kandalama has a long-standing commitment to transparency and integrity. Our Board of Directors oversee management and through this oversight enhances the long-term value of the company.

A formal infrastructure of a range of panel members comprised of executives and associates guide us in making everyday decisions that affect our work environment, our sustainability practices and our business strategy.

Our Sustainability Team

Priyan Wijerathne
General Manager

Priya Swarnathilake
Asst. Resort Manager

Nalinda Samaranayake
EMR

Lalith Ratnayake
Guest Services Manager

Ravic Ferdinands
Chief Engineer

Sanjeewa Gnanarathna
Front Office Manager

P.G. Abeywardena
Executive Housekeeper

Nalinda Abeyratne
Executive Chef

Gamini Wijetunga
Food & Beverage Manager

Waruna Elkaduwa
Finance Manager

Thushara Balasuriya
Asst. Manager – HR

Prasanna Kulathunga
Asst. Food and Beverage Manager

I.A. Wijerathne
Security Manager



Human Resource Policy

Community Development

In order to support the neighboring community and to maintain the sustainable development, the hotel recruits 55% of the staff it's cadre from the 20-kilometer radius

Acquisition of New Blood

School leavers or freshers for occupations who carries new thinking and unspoilt minds are assets for Heritage Kandalama. We believe that molding this youth will benefit individual, organization, society and the country as a whole.

Fair and equity

It is a policy of human resource department to monitor and evaluate the fairness in distribution of all remuneration to employees of the organization.

Employee wellbeing

It is a policy of Human Resource Department to look in to all employee wellbeing.

**General Manager
Heritage Kandalama**

Career Progression

We provide comprehensive training for our staff to enhance their technical knowledge as well as to improve their skills. Our focus in the career progression of our team within a reasonable time. We develop our staff to the next level, and we groom them to take more new challenges in their career.

**LPG &
Fire
Safety**

**Food &
Beverage**

**Inter Hotels
&
Departmental
cross
exposure**

**First
Aid**

**Energy &
Environment**

**ISO
System**

7.5 Training Hours, Per Employee



Workplace Satisfaction

Highflyer

Every month this will be offered to the employees those who have performed well during the month. Each department will be nominating two employees and all the nominees will get collaborative ranking from HOD's/ AM & GM. Based on the marks scored two team members will be selected from Face of the House (Front Office/ F&B/ Housekeeping Departments) and Heart of the House (Engineering/ Kitchen/ Finance/ HR Departments). At the end of the financial year of 24 winners, one best team member will be selected as the Highflyer of the Year



Human Capital Corridor

Human Capital corridor displays all positive comments mentioned in the guest's reviews, staff birth days and all policies with Sinhala translation. Also, the Highflyer winners will be displayed here with their pictures.



Benefits provided to full-time employees that are not provided to temporary or part-time employees by major operations

The hotel recruits all the employees on full time basis although the seasonal employment regulation is applicable to the tourism industry. However, the permanent employees are given more benefits than the other workers regardless of the category.

Common benefits provided to all employees

- Bonus/Exgratia, Service Charge
- Insurance cover for injuries/fatalities/disabilities/Hospitalization/invalidities and deceases
- Benefits at the death of an employee, immediate family members
- Annual gift vouchers to purchase books for children
- Contribution for ETF/EPF, Loan on no interest
- Gifts at the marriage, Gift for first and second baby,
- Gift when starting the education of children, Gift when children of employees get through the grade five examinations
- Staff day once a year, Annual staff' trip, Annual executives' trip, Annual supervisors' trip
- Uniforms including shoes and PPEs for required operations,
- Three Meals, Accommodation, Facilities for recreational activities for 100% of the staff.

Special Benefits for permanent employees that are not provided for other employees

- Reimbursement of tuition/exam/course fees on successful completion
- Maternity Leave, Annual Leave, Casual Leave

Medical Camps

Ensuring healthy, strong and efficient work force at the workplace, the hotel conducts a Medical Camp annually for employees and their immediate family members. This is done in collaboration with Dambulla Hospital. All employees are benefited with a free medical check-up.



Staff Day

Staff Day is the most important day for our employees. They are entitled to bring their families on that day to the hotel. At the entrance, Management team welcomes all staff members and their families on the red carpet and take a family photograph. Many activities and entertainment are organized for kids and adults alike.



Sports Activities

Annual Inter-department Sports Festival is another key activity in the staff calendar. Employees are also encouraged to participate in Group Sport-O-Rama, Mercantile Tournaments representing Aitken Spence PLC, etc. Further, the Heritage Battle which is held annually and regional sports activities.





National and Religious Activities

In showcasing the strength of our culture and traditions as well as the diversity as a multi-religious country, Heritance Kandalama family celebrates these special occasions, not only for self-gratification but also to showcase these vibrant traits to visitors from around the globe. Some of the days thus celebrated are, Independence Day of Sri Lanka, Vesak Day, Christmas, Sinhala & Tamil New Year, among others.



Vesak celebrations and annual Service 2021



International women's day celebrations



Deepavali Festival celebrations

Vesak celebrations 2021



Independence Day celebrations 2022





Health & Safety Policy

Health and safety as a core business philosophy

Heritage Kandalama is committed to have a clean, safe and healthy workplace and environment. All aspects of our business are managed in a safe healthier and environmentally responsible manner in accordance with the principles set in this policy. We believe these actions will benefit our stakeholders, both now and for the future. This policy provides our commitment for protecting the wellbeing of our customers, employees and the public.

Management Commitment

All levels of hotel management are committed to, and accountable for, implementing, maintaining, measuring, and improving the health and safety programs of the Company. Self-assessments of our performance in these areas will be routinely conducted. We will measure performance and hold all employees accountable through performance enhancement processes.

Culture

We will foster a culture that encourages safe, healthy and environmentally-responsible behavior by clearly defining the responsibilities of all employees. We will encourage proactive employee involvement in these efforts. High management recognition for extraordinary performance will be provided

Safety has a high value

Safety is the overriding value of all aspects of our business. We will continually provide a safe and healthy environment for our employees, our customers and the community. We demand safe work behavior, practices, design and systems.

Compliance

Compliance with all applicable environmental, health and safety laws and regulations are required. All of our employees, from the executive level to the trainees, are responsible and accountable for compliance and have an obligation to bring issues and concerns forward for resolution. We will actively seek sound business opportunities to go beyond regulatory requirements.

**General Manager
Heritage Kandalama**

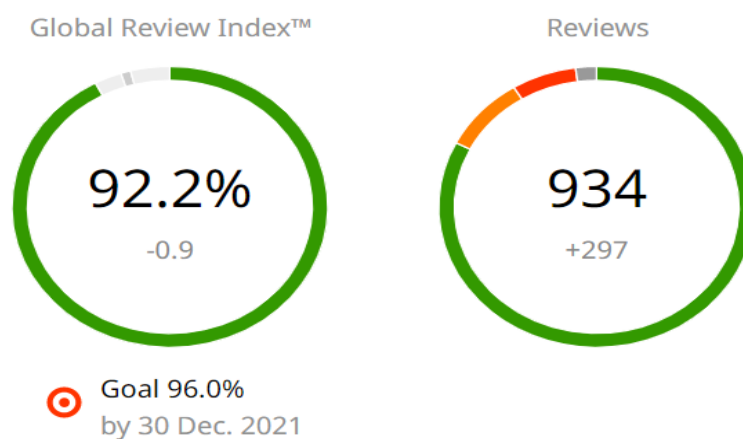


Guest Engagement









Our guests remain a top priority and is the central focus around which activities and hotel plans are made. Our aim has and remains to be to create undeniable moments of joy for our guests, thereby creating everlasting memories of their stay at Heritance Kandalama.

This is achieved by continuously monitoring our guest satisfaction – both with in-house guests and for post-stay analysis through our review platforms. The hotel uses the industry-standard Global Review Index (GRI) to assess its online reputation score as a benchmark for reputation management efforts. Based on review data collected from 175 online travel agencies (OTAs) and review sites in more than 45+ languages, the scores are calculated for a given point in time (day, week, month, year, etc.)

Summary



*Heritance Kandalama GRI score for 2021-22
As at 31.03.2022*

Department	Index
 GRI™	92.2%
 Service	85.8%
 Location	94.0%
 Room	86.0%
 Value	70.5%
 Cleanliness	81.8%
 Food & Drink	96.7%
 Decoration	93.1%

*Departmental breakdown of the score for 2021-22
As at 31.03.2022*

The hotel also organizes a host of events and activities

throughout the year including food promotions, special entertainment, special day celebrations, and other, to ensure guests receive a lifestyle experience like no other, whilst staying at the hotel.

Pictorial: Cultural Shows & Recreational Activities







Corporate Social Responsibilities

Heritance Kandalama being the pioneer in the hospitality industry in the region of Dambulla, Sri Lanka, is committed to ensure environmental and social sustainability following our legacy “giving back to the community”. Any activity related to sustainability will form the key area of our Corporate Social Responsibility to improve the quality of life of the community.

Environment and society is our prime concern at all times and we will do our maximum to conserve the physical and social environment. We will maintain a plant nursery and help the community to improve the green cover of our country.

Special consideration will be given to enhance the education level of our community through infrastructure development, awareness programmes and providing learning aids to schools. We will provide opportunities for all interested parties to gather knowledge on the sustainability practices via field visits to our hotel and conducting awareness programmes. We will provide maximum employment opportunities for nearby communities and ensure continual career development by enhancing both practical and theory knowledge. We will purchase goods from village farmers and local suppliers as appropriate to promote Heritage and Culture.

Participation of our stakeholders including our guests and other interested parties will be maintained by continuous dialog among all to ensure environmental, social and economic sustainability to increase localization.

**General Manager
Heritance Kandalama**

Connecting with varied stakeholders is a vital aspect of the Resort’s operations. As a responsible business, the Resort understands that its actions will affect others and that their actions in turn will reflect back upon the Resort. As a part of the process of managing social and environmental sustainability, Heritance Kandalama is cognizant of the need to increase engagement with stakeholders, making itself more open and more accountable to a wider range of interested parties. Thus, effective stakeholder engagement assists the Resort to understand the current emerging challenges faced by its stakeholders and in turn challenges the Resort to develop mutually beneficial solutions. This process also entails communicating results clearly, openly, and thoroughly, a critical criteria, as the Hotel’s business depends upon credibility, and on the trust placed in the Resort by its stakeholders.

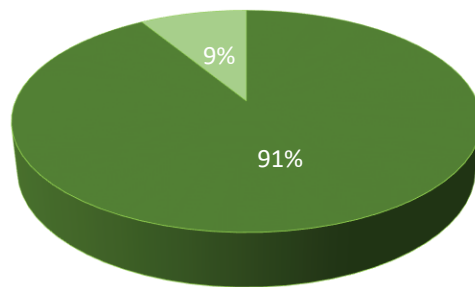
Employment Opportunities

As part of the Aitken Spence Hotels promise, our recruitment involves a high number from the host area. The female employment ratio is fair and considerably high compared to other hotels in the area as well.

Total workforce
273

50%
within 20 kms of the
Hotel

Male & Female Ratio



■ Male ■ Female

Pictorial: Business Opportunities curated for the community



Talented villagers entertaining the Guest



Local arts & crafts displayed for purchase at the hotel



Heritage Kandalama Purchasing Policy

We at Heritage Kandalama Hotel are committed to protect and conserve our present and future environment.

As we are an environmentally sensitive organization, all our purchasing will be done in the most environmentally friendly manner. Bulk purchasing will be preferred over supplies in small containers. Priority will be given to supplies in returnable containers. Packaging out of biodegradable materials will be encouraged.

Suppliers should be able to deliver with the least handling and transport. Goods with eco-labels and recycle labels will be preferred over all others. Biodegradable soap and detergents and items with the least amount of chemicals such as phosphates, sulphates, nitrates and boron salts will be purchased.

Local materials and fair-trade products including elements of local art and cultural heritage will be given priority in purchasing.

When selecting suppliers, their environmental commitment and policies will always be considered.

**General Manager
Heritage Kandalama**

The local suppliers are given priority in purchasing all types of raw, semi-finished and other materials. The Resort has a defined 20km radius boundary in prioritizing purchasing decisions

Local Purchases

LKR. 1,065,816.00 has been invested on developing infrastructure which is 73% increase compared to the similar period previous year. The “Gasifier” was introduced to contribute to the triple bottom line approach of the organization in the year 2009. It consumes 2100 Kgs of fuel wood (Gliricidia) the plant was used as fences of the farming lands in the local community and the leaves were used as animal food previously} for a day replacing 800 Lts of 40 The Inheritance – 2021/2022 diesel which reduce carbon emission, cost of operation by 68% and provide the opportunity to the community to supply the wood which is freely available and grow in abandoned lands and gain LKR 40,000.00 daily. Further it has generated 6 more employment opportunities to the community.





Environmental & Energy Policy

Heritage Kandalama where tradition is alive, a hotel built as part of Nature which is our core business. We provide facilities in accommodation, food and beverage, banquets, conferences and offer swimming pools, SPA, tennis court and nature-based excursions, eco-park and paper recycling centre.

We will implement and maintain Environmental Management System & Energy Management System giving preference to sustainable use of natural resources and energy resources by identifying our environmental impacts and energy usage.

Objectives will be established to protect the environment, prevent environmental pollution and effective energy usage by maintaining targets via programmes. The management is committed to provide all necessary information, resources towards achieving the objectives and targets.

We continually improve our performances by adopting environmental friendly practices, purchase of energy efficient products and services and design for energy performance improvements and improve our performances continually.

We strictly adhere to relevant legislations and regulations related to environmental management, energy use, consumption and efficiency. This policy will be issued to all staff members, our guests, stakeholders and the general public and reviewed and updated regularly.

**General Manager
Heritage Kandalama**

Sustainability Indicators

Total direct and indirect GHG emissions by weight

Total direct and indirect GHG emissions by weight The GHG footprint figures are aimed at identifying, analysing and quantifying sources of GHG emissions for Heritance Kandalama. The Engineering department at Heritance Kandalama oversees carbon management and incentivization along with support from Stores, Travel desk, Eco-park, Accounts, Kitchen and Human Resources department.

Indicator	Target 2022/23	2021/22	2020/21	2019/20
Total GHG Emission (CO _{2e} Kg) per GN	11	10.98	9.85	6.69
Total Energy per guest night (kwh)	60	45.02	62.57	39.49
Total Water consumption per GN	1.80	1.66	1.80	1.27

Bio Diversity Indicators

Heritance Kandalama situated alongside the Kandalama Tank; a manmade rain fed reservoir of 8sq Km built by King Vasaba in the 17th century. The area is rich in biodiversity and house a spectrum of wildlife, including the Asian Elephant, 09 endemic birds, 172 other birds including migrants, three types of monkeys. A canopy of tropical dry mixed evergreen hardwood trees that take an average of 40-50 years to mature distinguishes the area. The Resort has a natural preservation of 193 acres of conservation forest that ensures the bio-diversity is protected. The preservation also protects the origins of 11 natural streams that provide irrigation water to 34 dry zone reservoirs. The preservation also acts as preventive mechanism against deforestation and the construction of unauthorized artificial structures.

Type	Number of Species	Type	Number of Species
Native Flora	120	Reptiles and Amphibians	19
Birds	183	Mammals	17
Trees	120	Butterflies	73

Social Performance Indicators

As a policy, Resort does not recruit/hire employees on part nor on seasonal basis. The employees hire to the organization are based on full time basis. However, to maintain the sustainability, hotel freezes recruitments/hires during the off-peak times of the business. Following is the break down and analysis with a comparison to similar period of 2020-21 and 2021-2022

Total workforce by employment type, employment contract and region

Item	2021-2022	2020-2021
No of full-time employees	273	261
No of part time employees	0	0
No of supervised workers	273	261
No of non-supervised workers	0	0
Employees based on employment contract		
Permanent	172	196
Contractual	82	65
Trainee	19	0
Employees based on Geographic Region		
Within 20 Km radius	135	122
More than 20 Km radius	138	139

Staff Trainings and Community Engagement

Indicator	Target 2022/23	2021/22	2020/21	2019/20
Average Training Hrs. per Person	40	7.5	37	30
Community Engagement (Volunteer Hrs.)	600	655	524	412

Certifications and Standards

