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Kenyan Proverb:

“You must treat the earth well. It was not given to you by your parents. It is loaned to you by your children”.

(English Translation)

Arabic Translation:

يجب أن تتعامل الأرض بشكل جيد انها لم تُعطى لك من قبل والديك انها على سبيل الإعارة لك من قبل اطفالك.

(Arabic Translation)
HIAB is an owner managed franchised hotel with a distinctive tag line “A 4Star hotel with a 5Star Look” enhanced by the quality and the different facilities the hotel has to offer being “A Host of Amenities in a Stylish Hotel”

HIAB is operated by Splendid Commercial Investment LLC under the license from InterContinental Hotels Group (IHG) and is a flagship franchisee deeply committed in protecting the reputation of the H.Inn Brand.

HIAB is a 309 room 4* Deluxe Hotel located in the heart of Dubai on a prime thoroughfare of Sheikh Zayed Road.

It boasts 9 Food and Beverage outlets, most are award winning and employs 264 colleagues from over 20 nationalities and is a hub of dissimilar cultures. It prides itself in the superlative due to the service it provides where safety of our stakeholders is super most to become “The Best 4star Hotel in Dubai”.

Our road to success to sustain market positioning has been by maintaining quality and service standards and being recognized as ‘Hotel with a Heart” due to its Sustainability vision.

HIAB benefits from the overarching umbrella of the IHG group, giving an edge over its competitors as it directly sets its pricing, and distribution strategies, but by keeping a vigilant eye on the world markets and the changing dynamics of the industry.

Without doubt the bonds developed internally have enabled receiving numerous awards and accolades, including “The Best Business Hotel - Dubai -Hospitality India Travel Awards 2018” (2nd time), CSR Award 2018 (3RD time) and the Royal Budha What’s On Award 2018. We are proud to state that due to our strong family culture, business ethics, and service quality that HIAB has enjoyed great popularity hotel since its opening.
A good sustainable city is one where people want to live, work and visit. Dubai has proved itself through this short span of time by acclimatizing to sustainable measures; we are not only growing in providing number of tourist’s spots but also climbing the ladder towards being a sustainable city.

For us at Holiday Inn Al Barsha, being part of this society it is mandatory for us to help make the world a better place to live in following these words of UAE’s much admired visionary Late Sheikh Zayed Bin Sultan Al Nahyan:

“Our land and in the sea, our forefathers lived and survived in this environment. They were able to do so because they recognized the need to conserve it, to take it only what they needed to live and to preserve it for succeeding generations”

These words by the founding father of UAE and the principal driving force behind our country’s formation, Sheikh Zayed, reminds us of depleting resources, of us hindering the survival of our future generations. I believe every human being has a role to play in this society, and the purpose of someone being educated is indeed to reflect and play their part in giving back to society.

We believe Holiday Inn Dubai -Al Barsha does exactly that – by giving back to society and is thus described a “hotel with a heart”, socially responsible in every way, enabling meaningful wealth creation, totally encompassing all aspects of business in embracing responsibility for the company’s actions to encourage an affirmative impact through its activities not only on the environment and the community we operate in, but the employees and all other stakeholders of the public sphere who we may encounter.
Our business approach goes beyond mainstream business, to health and safety, anti-corruption, human rights protection to the fortification of the environment and building a fair civil society. We expect our principles to be understood and practiced by employees, internal and external stakeholders, through a culture of one thought of uprightness and transparent business.

In this report we present our corporate and governance structure, as well as the three pillars of our Sustainability Strategy.

Transcending our business frontiers, HIAB family contributes to the society through “Holiday Inn - Dubai Loves You Campaign”, we serve the community and help to improve conditions in underprivileged communities and make a difference in the lives of people who need a helping hand.

It’s gratifying for us to say that our motto is “Our Monetary Profits should only be defined by putting People and Planet first”. Since we practice it religiously, this has enabled us to a wonderful recognition this year.

Under the patronage of the league of Arab States and as part of the 11th Cycle of Arabia CSR Forum 2018, Holiday Inn Dubai - Al Barsha was declared winner of Arabia CSR Awards, in the Hospitality Sector 2018 Category.

We are truly humbled and would like to thank our staff in ensuring we remain Sustainable. We are grateful to the stakeholders and most importantly our guests who notice our sustainability efforts and invariably assist us to be who we are today.

Roxana Jaffer
Chief Executive Officer
Sovereign Hotels Group
AN ASPIRING VISION
Business Drivers

Vision
As an aspiring goal for all our work colleagues our vision is:
“To be the best 4Star Hotel in Dubai”

Mission
To make our Vision a reality, our Mission is:
“To make a difference in the lives of the individuals we touch every day, by working together, to deliver commitment, personalized service and a superior hospitality product by upholding a strong moral system and actively participating in the community”

Culture
Our Mission is driven by a Unified Culture that withstands test of time, difference in opinion and helps to translate diversity to become strength rather than remain a weakness.

Corporate Focus
We try and achieve our vision, mission, and sustainable corporate goals by setting targets and indicators at corporate and departmental levels, progress of which are communicated to the entire team through regular meetings, training, and shift briefings.

Corporate and departmental goals and objectives are aligned on:

<table>
<thead>
<tr>
<th>People Management</th>
<th>How we engage with our team members so that they love their jobs so they stay with HIAB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guest Experience</td>
<td>How we measure great experiences and whether we delivering them consistently.</td>
</tr>
<tr>
<td>Responsible Business</td>
<td>How we show we care for the environment and the community in which our hotel operates</td>
</tr>
<tr>
<td>Financial Returns</td>
<td>How we grow revenue and profit by operating efficiently, beating the competition and getting guests to expand more at our hotel</td>
</tr>
</tbody>
</table>

Allegiance to U.A.E.

Uppermost entwined in our business practices is allegiance to our country

UAE Human Flag Formation by our people
AN ASPIRING VISION
Sustainability Drivers

Our Sustainability Vision:
Integrated in our decision making processes and procedures, principles of our Corporate Governance Framework, are:
- Transparency
- Fairness
- Accountability
- Responsibility

Our Sustainability Mission:
"To permeate an ethos of social and environmental responsibility in all areas of business operations and to all stakeholders, so sustainability becomes HIAB’s Driving Force".
This prevails for all our business decisions and is the lens through which we view the world not as it currently is but as we aspire to transform it; to become a better place for the generations to come.

Our Sustainability Values & Principles:
"To make a difference in the life of the individuals we touch every day, to deliver, through unparalleled commitment, superior hospitality product by upholding a strong moral system that actively contributes to improving its economic standing by improving socio-cultural, and environmental/energy practices through 'responsible business' reforms".

Communicated How?
“Heart of the House”: Constantly reminding employees our pledge and the rules on which all our decisions should be made and how they should conduct themselves. Through a culture that is practiced TOP DOWN through our Values : ‘Do The Right Thing’ ‘Show We Care’ ‘Aim Higher’ ‘Celebrate Difference’ ‘Work Better Together’.
Staff Joining Booklet: which clearly articulates and describes in detail our work culture that we proudly call "Way of Life @ HIAB“ Training & Role modelling: With the values, management, guide employees in taking the right decisions.
BY EXAMPLE: We have dismiss people, even GM;s for not conforming to our principleas or on the premise of unethical behaviour.
AN ASPIRING VISION
Ten years sustainability priorities

We recognize that every business has to play a critical role in addressing global challenges. That is why we continuously engage with internal and external stakeholders to address issues so we become responsible and diligent in these areas.

1. Business Impact
   - Embedding Sustainability in all Business Activities
   - Make all Stakeholders more Socially responsible
   - Health and Safety Measures Individualism
   - Practice good Corporate Governance
   - Uniform leadership style negating Individualism, Accountability

2. Talent Sustainability
   - Growth through Skills Enhancement Program
   - Treat Diversity as Strength not a Weakness
   - Engendering growth - Provide complimentary ‘English for Hospitality’ special formulated learning at work

3. Environment Protection
   - Carbon Footprint Reduction
   - Energy Use Reduction
   - Landfill Consciousness

4. Social Management
   - Community Involvement
   - Strengthen Municipal Ties
   - Philanthropy Help Global causes

Our 10 year sustainability priorities remain our strong focus, and are key to the way we operate and make decisions. The 4 highlighted areas are central to our Sustainability strategy and business approach and in particular to our system of ethics, culture and behaviours that we apply and promote.

The 4 key priorities are the outcome of dialogue with our employees and stakeholders, observation of the environment in which we operate passion to apply our vision and conviction that we can and will make a difference. They are compliant with the selected UNGC Global Goals.
Zero tolerance if attributes are undermined, position mis-used, weakening foundation of a family culture. In the past GM’s have been dismissed when not complying and r not respecting the above principles.
LEADERSHIP AND GOVERNANCE

“Are You Sustainable Leader ?”

Salient Points

Can we define Sustainability in one word??
Being conscious of scarcity of water
Being conscious of carbon footprint
Being conscious of the global hungry
Being conscious of ozone depletion
Being conscious of ocean acidification

Consciousness

‘Are you a Sustainability Leader?’

10th Annual Sustainable Development Congress UAE, December 2018

Business Leadership HIAB is strictly governed through an organised responsible divisional

We have assigned clear responsibilities for environmental, social and governance issues, with direct reporting lines to the organization’s leadership.
The CSR Executive Board (CEB) serves as a Policy Board for the whole organization, so every aspect of business strategy is steeped in furthering the 10 principles of UNGC’s and the 9 out of the 17 Sustainable Development Goals (SDG’s) we have committed to.

The function of the CEB is to be an Advisory body, and its members to be role-models for the Steering Committees (SC) the implementers of sustainable strategies that are interwoven with day to day business norms - and which are being:

- Strategic thinkers (Think tank)
- Decision makers
- An Advisory body
- Guidance providers
- CSR Brand Ambassadors
- Leadership empowerment Officers
- Enthusiasts for down the line

Our 3 SCs are led by chairpersons appointed by the CEB from HIAB’s management team, who report directly to the CEO on environmental, social and governance issues. Although the CEO is personally accountable for the performance of the CEB and SCs, all employees are ambassadors of Sustainability in HIAB and carry the responsibility to make our vision a reality. As we take sustainability to the next level, the HACCP officer and the Director of Engineering are employed with expected expertise in sustainability, and sustainability criteria forms part of their Job Description mandate.

Chairpersons have to protect resources, define purpose, be accountable and transparent, lead by example and drive ethical company endeavours. Wellness, corporate consciousness, risk management are some mandatory attributes that are practiced top down, by each committee member.
Our 3 Chairpersons manage and lead 3 steering groups, each branded under a unique logo, with a separate mandate overseeing three different areas of sustainability:

The three registered, established focus groups are:

Environmental
- Helps us to be responsible by staying on top of environmental
- The impact we have on the environment and use fewer resources.
- By tracking energy, waste, water and carbon.
- Providing green solutions to help our hotels reduce their impact and save money.

Social
Members on each of the focus group are nominated based on their passion for achieving sustainability goals. The Role of the “HI-LUC” focus group is to enhance corporate core values, work with community organizations, assist selected NGO’s, plan and execute self-sustaining drives. With a backdrop of Prophets Mohammed’s words “Life is only worth living if lived for someone else”, team members help to inculcate in colleagues, the importance of giving of themselves - both in time and monetary contributions, so others less off than themselves no matter what gender, creed or culture are ably assisted in improving their life conditions.

Governance
The Role of the “Way of Life” focus group is to develop a unified work culture, so that all 230 colleagues follow a remit of upholding a moral understanding of ethical values, tolerance, accepting diversity at the workplace, caring for nature, the environment and society, championed through core ideals titled “Show We Care”, “Celebrate Difference”, “Aim Higher”, “Work Better Together” and “Do the Right Thing”.
• We ensure that all staff have read and understood the Code of Conduct and completed all mandatory training.
• We promise to always follow up with our associates of any suspected misconduct.
• We have articulated clear and robust commitments and policies on human rights.
• We conduct an assessment of environmental, social and governance risks and opportunities.
• We have implemented grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) to report concerns or seek advice. We have publicly stated a formal policy of zero-tolerance for corruption.
• Our community involvement policy takes into account regional and local, cultural, social and environmental needs.
• We have established a clear policy to identify and prioritize our partnership and collaboration engagements that are best suited to our sustainability context. We conduct internal awareness-raising and training on labor standards for employees.
• We involve suppliers in our initiatives to reduce our environmental footprint.
• We conduct environmental risk and impact assessments on a regular basis. We understand our impact on or how we are impacted by issues such as: Sustainable Consumption and Production, Waste, Energy consumption and efficiency, Water scarcity, and Water pollution.
Our governance framework and sustainability practices are defined by policies and procedures, and strictly adhered to by every employee of the hotel. HIAB’s corporate governance framework demands direct communication between the company and the stakeholders to assure abiding according to our framework.

Procedures for distribution of responsibilities, rights rewards and conflict of interests as well as procedures for monitoring, auditing, control, and proper information-flow are in place to assure compliance with the framework.

The Dubai Code of Conduct decency rules and laws
“Swearing, profanities, insults and all kinds of vulgar language are strictly forbidden and are legally reprehensible in case of complaint. All kinds of aggressive or offensive gestures are considered a public offense and are subjected to fines or imprisonment.

Basic rules of courtesy impose on people to respect public places’ calm and quietness by avoiding loud conversations or answering phones where it might disturb.

HIAB is pleased to announce that it upholds Dubai’s culture and laws to ensure that dignity and self respect of everyone is upheld to the highest standards, regardless of where people come from as per the law on improper behaviour and vulgarity in the Emirates. In keeping with ensuring the sanctity of our guests in the hotel space, we exercise ZERO TOLERANCE when other guests pollute their space, even if it at a loss of business.

In Jan 2016, an American white lady of mature years gaunted by others, used profanities in a loud and offensive manner gesticulating with her fingers which was not only offensive to the persons addressed, but in the public meeting place to all who were present. The lady with her group was asked to leave the hotel and the lady reported to the security to place a ban on her. The annual contract with the organisation was rescinded resulting in loss of business to HIAB
HIAB believes that a strong moral system, with compliance to the laws and regulations of UAE, The Code of Conduct and policies of our hotel supports all of us in making the right decisions. It sets out the principles we must all work by, wherever we are in the world. It also provides guidance on where to go if you are faced with a difficult issue and need further help. Failure to work in accordance with the Code will be treated seriously. This may result in disciplinary action being taken which, in some cases, may include dismissal in accordance To ensure our key policies and procedures are understood by all our staff, we translate them in 8 languages and prominently exhibit them at the “Heart of the House” (our back of house dedicated to our staff).

- **Grievance Policy**
  We ensure fair and just solutions are provided always through solid policies and an environment of a “Listening Leadership Team” as promulgated by the CEO through her “Open-door Policy”.

- **Respect in the Workplace**
  We do not tolerate harassment of any colleague by any person, for any reason. All managers are responsible for creating an atmosphere free of discrimination and harassment and all colleagues are responsible for respecting the rights of their co-workers and ensuring that we treat each other with courtesy and professionalism.

- **Human Rights And Modern Slavery**
  Helping combat human rights abuses, including in areas such as modern slavery, is an important part of our commitment to responsible business. We take seriously any allegations that human rights are not being respected.

  We do not tolerate human rights abuses including forced labor, any form of modern slavery or the exploitation of children either within our own operations or our supply chains.

- **Selection & Hiring Policy**
  HIAB ensures all recruitment activities are transparent, just and within the framework of the Company’s recruitment norms. Discrimination on grounds of gender, nationality, religion, regional affiliation, cost, creed or colour during any of the hiring process has a “zero tolerance”.

  We have assigned management responsibility and accountability for the implementation of our Anti-Corruption, Human Rights and Grievance policies

  “We are committed to operating honestly and upholding the highest ethical standards.”
LEADERSHIP AND GOVERNANCE

Quality Risk and Process Management
HIAB designs its key operations and processes in line with the corporate strategy by optimizing the use of resources, reducing costs and ensuring profitability. We adhere to international standards and operate in a manner that does not compromise the safety of our services and the protection of the environment. Organisations that effectively manage risk often display a number of common characteristic. Our goal is to achieve to compliance to safety standards and build strong safety culture at our Hotel. We conduct fire safety training for staff on regular interval to prevent, prepare and response to the crisis situations effectively.

Ensuring Health, Safety And Security

Food Safety
We are committed to develop and implement a food safety management system according to International Standard ISO 22000. The main objective of our commitment is to ensure safety of products and to ensure that customer satisfaction and needs are maintained at all times.
HACCP is certified by Dubai Municipality and regular audits help us maintain our food safety levels in a framework that is tailored to the environment in which we operate to assure HIAB’s leading position as F & B provider is maintained.

Fire Life Safety
It is crucial for our hotel to organize ordered and timely escape plan like fire evacuation routes posted in each room, and conduct emergency response and fire prevention training for such cases. By having fire safety systems in place, guest and associates will feel more secure. This is also one way to gain trust from them.
We ensure the protection and wellbeing of those working for our hotel through suitable work-based strategies; minimize the risk of injury from work activity; ensure that sufficient information and systems are in place to address health and safety concerns; and involve employees in the continuous improvement, reporting and review of health and safety matters. We have established a set of policies, procedures and measures and require all to comply with relevant legislation.

Work Environment
The working environment within in a hotel can pose a number of hazards including confined spaces, lone working, ventilation, noise and working at heights. HIAB is committed to undertake all reasonable measures to protect health, safety and welfare of our colleagues, guests, contractors and other stakeholders.
Workers are given instruction and necessary training to enable safe performance of work activities. Safety trainings and other responsible practices take place frequently to maintain highest level of health and safety.
**LEADERSHIP AND GOVERNANCE**

**Crisis Response Plan**

Our Crisis Response Plan provides a systematic framework for planning, mitigation, response, continuity and recovery for disruptive incidents which may impact the hotel, and which include natural disasters, environmental accidents, technological mishaps, and man-made disasters. Our intention is to develop the leaders at all level who will ensure that, as far as reasonably practical our organization and functions are resourced, organized and trained to deal with crisis situations.

The plan contains crisis-specific procedures with the following priority objectives which are reviewed and enhanced on timely basis.

- Preserve life safety
- Protect assets
- Prevent further escalation
- Minimize length of disruption to the hotel
- Maintain critical hotel operational continuity
- Resume normal operations
- Protect hotel and brand reputation

According to the hotel Crisis Response Plan, a Crisis Management Team is responsible for managing the response plan and Emergency Response Team actions the response. Crisis Response Training is provided to colleagues from all shifts, and include: Fire training, Fire Drill and Evacuation, Monthly 10 Minutes Safety training, Disable guest evacuation training

**Security**

Providing and supporting a safe and secure environment for our guests, employees and those working at or otherwise visiting our hotels is paramount. Establishing and developing effective hotel security regimes through Security Threat and Risk Assessments, Security Policies and Plans, Operational Security Management and Security Reports. Hotel security management assures a consistent, effective methodology of managing security threats and risks in the hotel, including those posed by terrorists, criminals, civil unrest and dishonest staff.

**Brand and Service Standards**

HIAB is aware of the merits of its global brand value and will protect its reputation at all costs by upholding its brand and service standards. At every level of service, there are set standards which are implemented effectively and validated through quality audit processes.
INNOVATION

Crucial to continuing success of any Organization

HIAB believes in continual improvement and innovation across the business. This is demonstrated via a number of ideas coming forward leading to small and big improvements that make a difference. HIAB, whilst being a small hotel, is big on innovation. To support its very large voluntary commitment and to achieve our sustainability goals, we have realised that corporate success is interdependent on social well-being and socio-cultural performance as well as finding ways to further environment protection and we are therefore constantly innovating and striving to identify new ways, partnerships and small initiatives and long term programs to help us support our mission. We have several innovative initiatives that have help our Sustainability Mission.

Initiatives: Observance of Special Occasions

Themed Staff Parties: We look for any opportunity to educate our workforce. Every annual Staff party which promotes camaraderie and allows us to appreciate our teams is when we provide ‘edutainment’.

- Leove and Peace 2014
- Wellness 2015
- Go Green - Save the world 2016
- Giving of Self 2017
- Happiness 2018
Every year IHG dedicates a week to recognize hardworking & dedicated associates. Therefore, this year we also planned some activities to engage and thank our associates and bring back the celebration time.

The week started with the Management team welcoming associates when they come of the bus before 7am as they reach the hotel with a welcome drink and hot towels, followed by fun time during the day, ending with personal recognition of their hard work through personal appreciation gestures.

**Celebrate Service Week**

Every year IHG dedicates a week to recognize hardworking & dedicated associates. Therefore, this year we also planned some activities to engage and thank our associates and bring back the celebration time.

The week started with the Management team welcoming associates when they come of the bus before 7am as they reach the hotel with a welcome drink and hot towels, followed by fun time during the day, ending with personal recognition of their hard work through personal appreciation gestures.
INNOVATION

Celebrating National Days

Flag Day

Holiday Inn Al Barsha gathered for the flag hoisting ceremony on account of UAE National Flag Day Celebration on Thursday November 01, 2018 as a symbol of the country’s unity and greatness. The day is celebrated every year to remember the efforts of the founders of the State, Sheikh Zayed and Sheikh Rashid, and their brothers who sacrificed everything for the sake of their nation. Associate’s showed respect by joining others in the nation stating UAE Flag Day “is a day to honour all it stands for”. The symbolism of the colours were explained by HIAB’s proud staff donning the colours: RED: Representing hardiness, bravery, strength and courage. The vertical red band can be interpreted as binding all the other meanings together in unity. GREEN: Representing hope, joy, optimism and love. It also symbolises the country’s prosperity. WHITE: Representing peace and honesty, being the purest colour. BLACK: Contrary to belief, the black band does not represent oil, but stands for the defeat of enemies, and also strength of mind.
Tolerance Day

“What makes us proud of our nation is not the height of our buildings, the breadth of our streets, or the magnitude of our shopping malls, but rather the openness and tolerance of our nation. We believe that this is a time for people to learn about respecting and recognizing the rights and beliefs of others”.

H. H. Sheikh Mohammed bin Rashid Al Maktoum,

In keeping with these lofty thoughts, on the 72nd designated International Day of Tolerance - Nov 16th 2017HIAB brought the meaning of TOLERANCE alive through RHYTHM. Attendees from different walks of life, colour and creed, VIPs or not, donning the sticker of peace on their cheek, took to being united, by beating on their personal drums (courtesy ‘Dubai Drums’) in unison, in one rhythm producing a dynamic and powerful sound that went beyond thoughts of one up-man-ship, of ego, as everyone was bound through thoughts of humanity, of co-existence upholding values of TOLERANCE of PEACE, HOPE & JOY FOR A BETTER WORLD. This feeling was aptly covered in the quote by Roxana Jaffer, CEO of Sovereign Hotels”

Today HIAB is proud to know that its associates hailing from over 25 nationalities, work in comfort, knowing they are part of one single family as they work united by breaking through the boundary of RACE, RELIGION, LANGUAGE, GENDER & COLOUR.
INNOVATION

Embracing Ramadan

A Backdrop that is synonymous to Holiday Inn Dubai - Al Barsha, where the holy month is celebrated by people of all nationalities. HIAB asks guests to “Break your fast with us and help feed the needy” as a dollar gets donated to UN World Food Programme.

Qasida being recited by Christian, Muslim and Hindu associates.

Embracing Diwali
INNOVATION

Green Initiatives: Recycle’, ‘Reuse’ & ‘Reduce’.
We don’t want to only protect the environment.
We want to create a world where the environment doesn’t need protection!
That’s why we @ HIAB, follow the Three R’s of sustainability in our daily operations.

Burj Khalifa effigy made of discarded nut bottles from rooms, displayed in the Lobby as a pledge to the environment.

Restaurant table decor made from discarded mini-bar jars and made by our dedicated staff.

Drive: “Say No to Plastic”
Dissuading guests from using plastic straws
INNOVATION

Green Initiatives: EVERY DROP COUNTS, SAVE WATER

Educating room guests to save water through polite reminders at wash basins and toilet flushes, was an endeavour initiated by our socially responsible staff, who are trained under Green Engage to save energy and water.

Guest Feedback:

I have stayed at the Holiday Inn Dubai –Al Barsha and have helped to save water to contribute to their sustainability objectives, a small little sticker has made a big difference; “subconsciously” I have stopped the water, while brushing my teeth...

Proud Moment when a hotel guest leaves feedback approving our initiative
INNOVATION

Green Initiative: *Conserve & make a difference every drop counts, save water:*

“Holiday Inn Environmental Programme”

Saving on Water – Through Reduction of Linen Washes

Meeting guests’ needs is our highest priority. Achieving that and serving our environment is our distinction.

Guest Linen Cards state: “It is our pleasure to make your bed every day. Your linen will be changed only when this card is placed on the bed in the morning”.

2018 Statistics: No. of Guests that opt NOT to change linen during their hotel stay

<table>
<thead>
<tr>
<th>MONTH</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JULY</th>
<th>AUG</th>
<th>SEPT</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total No: of room guests</td>
<td>13,374</td>
<td>10,425</td>
<td>11,736</td>
<td>12,269</td>
<td>8850</td>
<td>5875</td>
<td>7024</td>
<td>7565</td>
<td>9891</td>
<td>10,153</td>
<td>11,837</td>
<td>13,970</td>
</tr>
<tr>
<td>No: of guests who opt NOT to change linen</td>
<td>3241</td>
<td>2678</td>
<td>2807</td>
<td>2885</td>
<td>2090</td>
<td>995</td>
<td>1264</td>
<td>1156</td>
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<td>%</td>
<td>24.24</td>
<td>25.69</td>
<td>23.92</td>
<td>23.52</td>
<td>23.62</td>
<td>17.02</td>
<td>18.05</td>
<td>15.29</td>
<td>23.57</td>
<td>26.23</td>
<td>24.98</td>
<td>26.52</td>
</tr>
</tbody>
</table>

Serving Infused Water in Jugs rather than plastic bottles.

We say ‘No to Plastic’ & make use of discarded fruit and vegetable peels saving on nutrients.
Our Key Stakeholders
OUR KEY STAKEHOLDERS

Communication with our key Stakeholders
To support our responsible business strategy, we make a special allowance to understand the needs of our stakeholders and engage regularly and actively with them. We do this through meeting, conferences and surveys, as well as through understanding their profiles before strategic partnerships are formed since inception it has been our strategy to make internal and external stakeholders socially aware and responsible through a strategic communication understanding. Our Sustainability goals are highlighted at the outset, so stakeholders understand our direction and help us to meet our targets through a very strategic and goal based annual plan.

Owners
HIAB is privately owned by a UK based business man Mr. Bashir Nathoo who has appointed as CEO Mrs. Roxana Jaffer. HIAB being the primary SME with a dedicated sustainability mandate, influences other sister companies in Dar a Salaam and London. Communications on HIAB’s pursuits are through internal communication channels.

Guests & Corporate Clients
We engage with our clients through our websites, our loyalty programmes - IHG® Rewards Club and our social media channels. Pursuant to information being received of HIAB’s sustainability commitments our guests are encouraged to participate in our social initiatives (as judges for our internal competitions), participate in ‘Ramadan for a Cause’ Iftars and support our causes monetarily.

Franchisor
IHG is a renowned global institution, a member of the FTSE4 Good Index. HIAB as an independent owner managed franchisee takes advantages of its offerings that suit its sustainability remit. Our Responsible Business approach is communicated in dedicated sections of our Annual Report and website.

IHG kindly posts our achievements on their newsletters for other global franchisees to learn from. IHG was the first hotel company to receive approval for LEED pre-certification for both existing and new hotels.

Local Communities
HIAB creates a positive impact on a huge number of local communities. The jobs created and word of mouth marketing by our guests, colleagues, partners and suppliers has a wide impact as we support local communities and become influencers.
OUR KEY STAKEHOLDERS

Suppliers & Vendors
Where possible, our purchasing department is encouraged to source local goods and services to support local producers. It has been HIAB’s strategy to continuously engage with its supply chain so business dealing remains above board and products supplied follow responsible standards. MOU’s are signed with suppliers whereby it is clearly stated that foul practices - like retainers, bribery - will not be tolerated and business relations will be cancelled.
Especially for vendors, our Selection Policy dictates that we practice due diligence in selecting vendors, suppliers and business associates. Contracted suppliers have to follow the food hygiene and safety regulations of Dubai Municipality as laid down in HACCP (Hazard Analysis Critical Control Point) Manual. Through official communication, suppliers are made aware of HIAB’s sustainability commitments and are encouraged to actively participate in our social initiatives to support our causes when they have donated provisions on several occasions.
“Our Vendor Code of Conduct” sets out the requirements, principles and practices that we adopt to promote ethical conduct in the workplace.
These are the minimum standards under which hotel vendors are expected to operate, and we encourage vendors to exceed the requirements of compliance to the laws and regulations of the country as well as international laws related to the conduct of business.
We keep all stakeholders informed of the company’s sustainable approach and adopt a strict code of conduct for business partnerships.

Work Colleagues
We engage with colleagues through training sessions, our intranet, internal engagement events and our in-house publications. Staff parties and Back of house displays are channels for discussions, sharing of energy saving statistics and deeper understanding of 3R’s of sustainability “reuse, recycle and reduce”. A notion that when looking after the environment there has to be fall out benefits to the bottom line.

Local Authorities
We work with industry peers to share knowledge and resources, develop policy and implement programmes which have a positive social, economic and environmental impact. HIAB participates with DTCM Road Shows, Travel Markets and DTCM Green Tourism, winning several awards.
## OUR KEY STAKEHOLDERS

### Highlighting Stakeholders needs as we see them and our commitment through Sustainability

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Guests</th>
<th>Associates</th>
<th>Owners</th>
<th>Government</th>
<th>Competitors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stakeholders</strong></td>
<td>To have an overall good experience from check in to check out.</td>
<td>To have an overall good experience from check in to check out.</td>
<td>To have an overall good experience from check in to check out.</td>
<td>To have an overall good experience from check in to check out.</td>
<td>To have an overall good experience from check in to check out.</td>
</tr>
<tr>
<td><strong>Our Key Stakeholders</strong></td>
<td>By focusing on customer satisfaction and treating them as a priority.</td>
<td>By focusing on customer satisfaction and treating them as a priority.</td>
<td>By focusing on customer satisfaction and treating them as a priority.</td>
<td>By focusing on customer satisfaction and treating them as a priority.</td>
<td>By focusing on customer satisfaction and treating them as a priority.</td>
</tr>
<tr>
<td><strong>Our commitment through Sustainability</strong></td>
<td>Guests have acknowledged our sustainability initiatives such as, water conservation or reducing laundry of bed linen and towels. They enjoy being invited to judge recycling departmental exhibits.</td>
<td>We strive to educate them in English (APP4a) We give them rapid growth as they learn. We help them find external jobs/become business owners Train them in Sustainability to value as significant beyond their working life</td>
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</tr>
</tbody>
</table>

### Stakeholders

- **Guests**
  - A Better work place
  - Work being appreciated.
  - Opportunities of development & a Rewarding career

- **Associates**
  - Recognition
  - Space to exercise their potential

- **Managers**
  - Successful operations
  - Happy & loyal work force
  - Higher ROI

- **Owners**
  - Lawfully running the organization
  - Adhering to government policies.

- **Government**
  - Complying and incorporating Environment-friendly practices.
  - Legally following company Procedures.
  - Saying “No” to malpractices.

- **Competitors**
  - To Be the best hotel in the neighborhood
  - To imitate trends set by us of “green hotel”
  - Incorporating economical and environmental friendly measures in day to day operations.
Our Guests
Our Heartbeat

Guest focus is central to HIAB and is embedded within the corporate management system and culture. Cleanliness, condition of the property, brand safety, product and service and HACCP compliance (certified annually) is monitored by external auditors. This way we guarantee service quality to meet customers’ needs.

Proud to receive a high ranking by hotels.com. (see certificate above)

Winning teams to serve our Guests

We take pride in knowing that our Team Is treated with respect and guarantee they have all tools to make a great start and have an opportunity to work with good management, be transparent and make a real difference at the workplace. We support and give opportunities to develop them and

Our Guest Management strategy is founded on “Great Hotel’s Guest Love”, IHG’s slogan shared with the world. It is beyond a slogan, and indeed the true way in which we serve every guest who walks through our door.

Winning teams to serve our Guests
OUR GUESTS
IHG Brand Standards Compliance

To assure that IHG hotels worldwide comply to global standards and annual audit through a mystery third party expert is entailed.

IHG Mystery audit results – 2018

<table>
<thead>
<tr>
<th>Category/Sub Category</th>
<th>Score</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Standards</td>
<td>99.28%</td>
<td>Pass “Excellent”</td>
</tr>
<tr>
<td>Product</td>
<td>92.55%</td>
<td>Pass “Good”</td>
</tr>
<tr>
<td>Brand Safety Standard</td>
<td>100.00%</td>
<td></td>
</tr>
<tr>
<td>Cleanliness</td>
<td>91.82%</td>
<td>Pass “Good”</td>
</tr>
<tr>
<td>Condition</td>
<td>92.31%</td>
<td>Pass “Good”</td>
</tr>
</tbody>
</table>

HIAB is proud to state that results (SEE Below) were exemplary informing that guest come first.
**OUR GUESTS**

**Guest Feedback**

Guest Feedback is very important for HIAB to improve its offering.

HIAB is pro-active in attaining feedback through IHG portals like ‘Heartbeat’ and ‘Problem Tracker’ and post departure, through ‘Rate My Stay Cards’.

HIAB is thrilled, that “Overall Satisfaction’ of “Heartbeat” (an internal system report by IHG Merlin) gave an average overall score for 2018 of 82.84.

**Online reputation**

HG intranet – “Online Reputation “IHG Medallia Dashboard” rates HIAB against its competition in Al Barsha.

The Social performance metrics is a summary of portals like Trip Advisor, Google Local, Open Table. The overall score is set on the basis of the quality of review / feedback given by the guests.

**Thank you Guests for your confidence in HIAB to attain the below score.**

**Data /source**

Partnership and Collaboration
Equality Means Better Business. More than 1809 business leaders around the world have demonstrated an acceptance of gender equality through WEPs. We at Holiday Inn Dubai – Al Barsha know women can be the best managers, not as just business rhetoric but a proven reality – and promise to abide by the Women Empowerment Principles. We promise not to impose a sabbatical on women employees post motherhood, negating a culture of visible discrimination and striving to lead by example.
PARTNERSHIP AND COLLABORATION (local & international)

Government and Community Organizations

Emirates Environmental Group HIAB as a standalone institution under its forged partnership with EEG participates in various activities such as “Clean up UAE”, “Your Can for a Tree, and Can Collection Campaign”. Every year HIAB participates in Clean Up projects as a voluntary work as seen below.

Can Collection Campaign - Together for a better environment collecting 144.5 KG of used cans

Cleaning the desert of Nad Al Sheba

Clean Up The World
Removing litter from an assigned site of Trojan Dubai, Jebel Ali
The tag line of Green Emirates “We encourage stakeholders to commit to our strict social, governance and Environmental standards” resonates with HIAB’s sustainability remit and helps to put our targets and goals into focus when communicating to our stakeholders. HIAB is listed as an approved SME’s “Helping Green Business in the UAE ‘under the category of Green Hotels in the Gulf” to make it a Green Emirates.

Dubai Municipality

Best Kitchen Campaign
In keeping with Dubai’s Vision to be a world class city with best food hygiene practices, Envirol launched ‘Best Kitchen Campaign’ endorsed by DM. Conducting an awareness program on effective disposal of grease trap waste and used cooking oil, Envirol evaluated our kitchens presenting certificate of satisfaction.
Breast Cancer Awareness: October is globally the Breast Cancer Awareness Month. To highlight breast cancer awareness, education and research, Holiday Inn Al Barsha in collaboration with Aster clinics arranged an informative session for all female associates with a mission to take charge of breast health before it is too late. Medical counseling led by a specialist doctor shed light on breast cancer and associated risk factors.

Aster Health Care

Aga Khan Scouts Group - UAE

Volunteering

Holiday inn Al Barsha being committed in giving back to community coordinated with Aga Khan Scouts and Girl Guides to enhance the joy of cooking in adolescents. 58 kids aging from 7 to 12 years were hosted in our kitchens to learn cooking with hotels expert chefs.

Kids love getting messy in the kitchen and Holiday Inn gave them the opportunity to do so.
In supporting UN’s Global Goal SDG 2 – Zero hunger – we have collaborated with UN-WFP, by consummating a partnership in December 2012 with United Nations World Food Programme (UNWFP), the largest humanitarian agency fighting hunger worldwide.

To date we have been able to feed 437,410 hungry persons in the world. HIAB’s support to UN WFP to eradicate hunger in the world against an annual target of 50,000 people has been pursued through activities sanctioned by Islamic Affairs and Charitable Activities Department of the Government of Dubai to UN WFP.
Since 2014 HIAB has forged a collaboration with and is a patron for the Dubai Chapter of abc Foundation – “An advent for building human capital”.

abc is an NGO with a mandate in training staff to become competent in Hospitality through its “English for Hospitality Professionals (EHP)” Program. The program is delivered by trained teachers to our employees complimentary. Growth is encouraged and we feel proud when our staff move to greater pastures. Positive change in graduates of the EHP Program is apparent in their skills and confidence and their ability to climb up the career ladder, proving our collaboration to be an enabler of growth, as can be seen from the chart below.

<table>
<thead>
<tr>
<th>Batch</th>
<th>Assessed</th>
<th>Enrolled</th>
<th>Graduated</th>
<th>On Job</th>
<th>Promotions</th>
<th>Cross Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/18</td>
<td>09</td>
<td>08</td>
<td>08</td>
<td>08</td>
<td>1</td>
<td>01</td>
</tr>
<tr>
<td>2/18</td>
<td>11</td>
<td>07</td>
<td>07</td>
<td>07</td>
<td>4</td>
<td>00</td>
</tr>
<tr>
<td>3/18</td>
<td>11</td>
<td>05</td>
<td>05</td>
<td>05</td>
<td>6</td>
<td>00</td>
</tr>
<tr>
<td>Total</td>
<td>31</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>11</td>
<td>01</td>
</tr>
</tbody>
</table>
In July 2015 HIAB became a member of the United Nations Global Compact. With this allegiance, HIAB is committed to aligning operations, culture and strategies with UNGC’s Sustainable Development Goals (SDG’s). HIAB upholds 9 of the 17 universally accepted principles in the areas of human rights, labour, environment and anti-corruption.
PARTNERSHIP AND COLLABORATION (local & international)

Academic Institutions

- American University of Dubai, Harvard College in Asia Program “Modern Day Leadership Influencing technology”
- Zayed University Abu Dhabi - “Can Women Leaders excel in the UAE”
- College of Tourism & Hotel Management (COTHM) Lahore Pakistan “Winning Leadership Style”
- UNGC Network UAE Putting Sustainable Development Goals into action “Why Leadership Matters”
- Business Women Forum Dubai & “Women in Male dominated professions”
- Hotel 360 Conference, Dubai “How to increase your competitive edge”
- Arab Women in Leadership & Business Summit “The Female Entrepreneur: Turning Vision To Reality”
- Supporting students Abu Dhabi University pursuing research on “Sustainability in Hotels”
- CEO Clubs: ‘UAE’s Designated Year of Giving ‘17”
- Facebook LIVE – Discussion – ‘Are Leaders born or made?’ & ‘Creating a culture of giving’
- The 5th S. America – Africa – Middle East – Asia WOMEN SUMMIT “The Role of Women Leaders in Delivering SDGs”
- Femina, Mumbai - “Women in power and decision-making”
- Ismaili Business Network -“What is Social Entrepreneurship?”
- 10th Annual Sustainable Development Congress -‘Are You a Sustainability Leader?’

By virtue that our CEO is considered “Thought leader, Motivator, Social Entrepreneur, Strategist, Change Agent (check LinkedIn profile), HIAB gets invited as a speaker at entrepreneurial conferences, travel and tourism industry seminars and leading academic institutions to empower young budding graduates, both in UAE and abroad.
HIAB forges partnership with an NGO, after a due diligence study is undertaken.

**Al Noor Training Centre for persons with Disabilities**

HIAB committed in its advocate for People With Disabilities (PWD) since 2012 has maintained to support, Al Noor in hosting the determined children for events or volunteering for their events. In keeping with HIAB’s policy to ensure that recruitment is on merit without gender, culture and color discrimination and avoiding nepotism and in line with our long term goal and commitment of fairness to society, HIAB encourages people with special needs to be in our employ to allow them dignity. Mohamed Rafay diagnosed with Down syndrome has been in our employ since October 2012. Despite his disabilities, he proudly performs his tasks with excellence and commitment, sharing his exuberance and happiness to the entire team.

**E7 Daughters of the Emirates**

As a corporate upholding integrity and ethical practices, HIAB, continually supports initiatives that aspire a better society. HIAB Partnered the e7 Girls Summit "A Promise of a Generation" to empower women.
PARTNERSHIP AND COLLABORATION   (local & international)

Registered charities in UAE

Special Needs Future Development Centre
SNF focuses on empowering young adults with special needs, by offering personalized and professional support to students above the age of fourteen years, SNF strives to aid them in becoming self-sufficient, personally, and professionally.

EduScan Institute
EduScan is a Special Needs School for determined children with learning difficulties, communication impairment and social issues, Striving to give them a standing in society.
Awards and Recognition
AWARDS AND RECOGNITIONS
Registered charities in UAE

Most coveted award 3 years running from Arabia CSR for Sustainability in hospitality selected from 10 Arab countries.

Best HR and Workplace Practices in Hospitality Category for the third edition of Gulf Sustainability and CSR Awards 2018
AWARDS AND RECOGNITIONS

FEMINA presents
World Women Super Achiever Awards
26th Edition World HRD Congress
Mumbai - February 2018

Putting Sustainable Development Goals into Action’ CEO Dialogue ‘Why Leadership Matters?’
AWARDS AND RECOGNITIONS

Roxana Jaffer being Recognised as a Transformational CEO for delivering U.N. ’s Sustainability Development Goals.”
In the 5th South American Africa Middle East and Asia by HH Sheikh Him Juma bin Maktoum Juma al Maktoum

Being recognized by Expedia and Hotels.com for being leaders in offering best Customer Care Service.
Infinitive Sustainability Journey
**INFINITIVE SUSTAINABILITY JOURNEY**

**How We Drive Sustainability Forward?**

Our sustainability journey is based on our deep rooted view that HIAB is “Hotel with a Heart”; and our journey of infinity is based on 3 pillars (“Holiday Inn - Dubai Loves You Campaign”, “Green Engage”, “Way of Life”) representing our fundamental approach to environmental sustainability, social responsibility, corporate governance and ethics. Each one of these pillars is managed individually, with different mandates, different steering committees, objectives and deliverables. Specific objectives and annual targets are achieved through planned initiatives, which are assessed for impact being made through measurable performance indicators and through stakeholder feedback.

**Sustainability Vision**

To permeate an ethos of social and environmental responsibility in all areas of business operations and to all stakeholders, so sustainability becomes HIAB’s Driving Force.

**Sustainability Mission**

“To make a difference in the life of the individuals we touch every day, to deliver, through unparalleled commitment, a superior hospitality product by upholding a strong moral system that actively contributes to improving its economic standing by improving socio-cultural, and environmental/energy practices through responsible business reforms.”

**Sustainability Roots**

In 2008, our CEO, inspired by a quote, “Life is not worth living unless lived for someone else” planted the seeds to be interwoven in our business dealings, of what were to become our long term strategy for sustainability. A truly sustainable company makes a difference and successfully incorporates in its DNA the principles of economic prosperity, social justice and environmental protection. Simply, our sustainability remit is to help improve quality of human life, through responsible business practices. This approach needs to be rooted deeply in each employee and underpin all business strategies, in order to enable
INFINITIVE SUSTAINABILITY JOURNEY

Pillar Achievements 2018

- Green Engage
- Loves You Campaign
- Way of Life

<table>
<thead>
<tr>
<th>Achievement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction in water usage</td>
<td>1.99%</td>
</tr>
<tr>
<td>Reduction in electricity usage</td>
<td>5%</td>
</tr>
<tr>
<td>Reduction in carbon footprint</td>
<td>12.91%</td>
</tr>
</tbody>
</table>

Recycling: Wood, Oil, Soap
Baseline for all above is 2012

- 79 Unified culture of Responsibility
- 30 Unified model of Leadership
- 42 Staff Trained on Sustainability
- 7 Social Initiatives

437,410 victims of natural disaster helped through UN World Food Program (2012 to Date)
INFINITIVE SUSTAINABILITY JOURNEY

IHG Green Engage™ system

HIAB through Green Engage, online system, monitors and manages energy and water saving, waste consumption and reduction of carbon footprint. Green solutions are adopted on a basis of more environmentally sustainable choices, which enhance guest experiences and educate stakeholders for a better future.

Green Engage mandate is to assess environmental issues, execute awareness drives for guests and employees, initiate and oversee effective implementation of energy saving drives through precise staff training.

Energy statistics report – 2018

<table>
<thead>
<tr>
<th>Description</th>
<th>Year 2012</th>
<th>Year 2018</th>
<th>Variation VS Last Year</th>
<th>Variation in %</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Electric Consumption (Kwh)</td>
<td>8,706,256.36</td>
<td>8,270,707.20</td>
<td>435549.16</td>
<td>-5.00</td>
<td>Positive</td>
</tr>
<tr>
<td>Total Electric Cost (AED)</td>
<td>3,813,222.46</td>
<td>3,652,249.20</td>
<td>160973.26</td>
<td>-4.22</td>
<td>Positive</td>
</tr>
<tr>
<td>Total Water consumption (Gal)</td>
<td>8,058,000.00</td>
<td>7,897,340.00</td>
<td>160660.00</td>
<td>-1.99</td>
<td>Positive</td>
</tr>
<tr>
<td>Total Water cost (AED)</td>
<td>414,393.00</td>
<td>408,837.13</td>
<td>5555.87</td>
<td>-1.34</td>
<td>Positive</td>
</tr>
<tr>
<td>LPG (Ltr)</td>
<td>58,543.00</td>
<td>54,901.00</td>
<td>3642.00</td>
<td>-6.22</td>
<td>Positive</td>
</tr>
<tr>
<td>LPG Cost (AED)</td>
<td>152,106.50</td>
<td>123,190.76</td>
<td>28915.74</td>
<td>-19.01</td>
<td>Positive</td>
</tr>
<tr>
<td>Carbon foot print (kgCO2e)</td>
<td>5,498,055.00</td>
<td>4,788,064.46</td>
<td>709990.54</td>
<td>-12.91</td>
<td>Positive</td>
</tr>
<tr>
<td>Total Waste (KG)</td>
<td>353,948</td>
<td>172,040</td>
<td>181908.00</td>
<td>-51.39</td>
<td>Positive</td>
</tr>
<tr>
<td>Total Waste Cost (AED)</td>
<td>30,652.25</td>
<td>31,952.00</td>
<td>-1299.75</td>
<td>4.24</td>
<td>Negative</td>
</tr>
<tr>
<td>Total recycling (Kg)</td>
<td>20,701</td>
<td>29,463</td>
<td>-8762.00</td>
<td>42.33</td>
<td>Positive</td>
</tr>
<tr>
<td>Total ele, water, gas cost</td>
<td>4,379,721.96</td>
<td>4,184,277.09</td>
<td>195,444.87</td>
<td>-4.46</td>
<td>Positive</td>
</tr>
</tbody>
</table>
INFINITIVE SUSTAINABILITY JOURNEY

Waste Recycling Report - 2018

Suez Middle East Recycling LLC

Date: 5-Jan-19
RECYCLING REPORT: December-18
Client Reference Code: [redacted] Holiday Inn - Al Barsha

This document confirms that Suez Middle East Recycling LLC has received the following recyclable items from your Organization:

<table>
<thead>
<tr>
<th>Type of Recyclable Materials</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carton</td>
<td>1,170</td>
<td>645</td>
<td>868</td>
<td>1,058</td>
<td>998</td>
<td>748</td>
<td>809</td>
<td>688</td>
<td>873</td>
<td>863</td>
<td>952</td>
<td>1,042</td>
</tr>
<tr>
<td>Paper</td>
<td>681</td>
<td>644</td>
<td>701</td>
<td>608</td>
<td>322</td>
<td>328</td>
<td>754</td>
<td>623</td>
<td>362</td>
<td>479</td>
<td>385</td>
<td>456</td>
</tr>
<tr>
<td>Plastic</td>
<td>467</td>
<td>391</td>
<td>373</td>
<td>386</td>
<td>271</td>
<td>226</td>
<td>381</td>
<td>313</td>
<td>573</td>
<td>520</td>
<td>537</td>
<td>514</td>
</tr>
<tr>
<td>Can</td>
<td>6</td>
<td>16</td>
<td>25</td>
<td>38</td>
<td>20</td>
<td>9</td>
<td>2</td>
<td>5</td>
<td>3</td>
<td>7</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Glass</td>
<td>0</td>
<td>326</td>
<td>432</td>
<td>475</td>
<td>391</td>
<td>222</td>
<td>307</td>
<td>202</td>
<td>306</td>
<td>259</td>
<td>393</td>
<td>122</td>
</tr>
<tr>
<td>Metal</td>
<td>146</td>
<td>105</td>
<td>79</td>
<td>82</td>
<td>121</td>
<td>105</td>
<td>67</td>
<td>81</td>
<td>119</td>
<td>140</td>
<td>173</td>
<td>119</td>
</tr>
<tr>
<td><strong>Total Weight, Metric/Kg</strong></td>
<td>2,470</td>
<td>3,237</td>
<td>2,478</td>
<td>2,647</td>
<td>2,123</td>
<td>1,638</td>
<td>2,320</td>
<td>1,912</td>
<td>2,235</td>
<td>2,268</td>
<td>2,440</td>
<td>2,684</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Recyclable Materials</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Used Cooking Oil / Ltr</td>
<td>0</td>
<td>360</td>
<td>100</td>
<td>360</td>
<td>0</td>
<td>360</td>
<td>0</td>
<td>360</td>
<td>0</td>
<td>360</td>
<td>0</td>
<td>360</td>
</tr>
</tbody>
</table>

Generated Recyclable in 2018

Used Cooking Oil / Liter 2018
Environmental Programs
We implement a number of initiatives based on “Green Values” that are continual throughout the year. Our efforts have produced positive impacts on resource depletion of Waste, Energy and water, as informed through environmental impact assessments that we conduct for our environmental initiatives.
We are very proud in stating publicly that through our implementation of practices and procedures we are totally committed in preserving the environment.

Plan Preventative Maintenance
An intense PPM is in operation listing performance and maintenance procedures along with their frequency for each and every system and equipment, helping not only to reduce energy consumption and cost of utilities.

Eco Friendly Kitchen Products
Our purchasing department works closely with vendors to source eco-friendly products by analyzing cost and effectiveness to help reduce our environmental footprint. Chemicals / Detergents used in kitchen operation cleaning and housekeeping are bio-degradable and Eco-friendly such as all-purpose cleansers, glass mirror cleansers, toilet bowl cleansers and room fresheners. Further refrigerants used for refrigeration and air-conditioning are eco-friendly such as 134a and 410a.
Recycling Awareness

With growth in the global population comes growth of toxic waste added by each human. To encourage our staff to help make our planet toxin and pollutant free, we drive initiatives to minimize waste by practicing the four R’s - Reduce, Reuse, Recycle and Rethink.

Segregation of Waste

Strategy for segregation of waste is uppermost in HIAB’s housekeeping and Food and Beverage management procedures. We promote our management team to participate in forums with Dubai Electricity and Water Authority (DEWA) and Dubai Tourism Commerce Marketing (DTCM) to learn and adapt new ideas. From a forum by the “UAE Green Festival” we learnt to put Recycled waste items to good use.
INFINITIVE SUSTAINABILITY JOURNEY

Social Responsibility

Holiday Inn loves You Campaign” (HILUC)

HILUC, initiated in 2007 has a mandate is to support initiatives for compassionate causes, to plan initiatives for raising resources and funds for building civil society and upholding global partnerships, helping in global disasters. The campaign extends a helping hand to victims of selected ecological calamities, political and economic crises.

Initiatives undertaken by HI-LUC include tea parties for children with special needs, Iftar for orphans and under privileged children, and running marathons for awareness.

HILUC is unique in its appeal that all members of the staff, regardless of rank, color or creed, come together to achieve its objectives.

The backdrop of Prophet Mohammed’s words “Life is only worth living if lived for someone else” helps to inculcate an ethos of giving, of putting another person before oneself that in turn reflects into service accorded to the guest that in turn helps to deliver the business objectives.
INFINITIVE SUSTAINABILITY JOURNEY

Social Responsibility

Embrace Ramadan: Iftar to serve the Community

Tangible impact.

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Targets</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invitees</td>
<td>200</td>
<td>262</td>
</tr>
<tr>
<td>Food/Bev Cost</td>
<td>**</td>
<td>19,000</td>
</tr>
<tr>
<td>Raised Funds</td>
<td>20,000</td>
<td>26,464</td>
</tr>
</tbody>
</table>

H.H. Sheikha Hend Faisal Al Qassemi, lauding our drive

“It is great to see that Holiday Inn ensures that people less better off than those in the mainstream or children with special needs are not excluded for what some of us might see as differences. Feeling a sense of belonging and connection, and of being valued, would surely make a positive difference in their lives.”

Intangible impact – Educating our staff to understanding about the less fortunate in society.
Friends of HIAB are invited to donate new and nearly new items, unwanted gifts, books and educational material cause., sifted by our bazaar team and sold at reduced market prices.

Results are phenomenal: Affluent people get a chance to clear their homes, people of humble backgrounds get a chance to own items at educed price and funds generated help feed the hungry in the world with UN World Food Programme.

Since 2012 HIAB has partnered Canadian Bridge in Dubai to host Bridge Tournaments to raise awareness and funds for UN WFP to eradicate hunger in the world.

In 2018 the tournament was dedicated to raise funds to help disaster victims of the war in Yemen. 19,949 hungry were given sustenance through UN WFP.

Aggregate Results of HILUC 2018 Social Initiatives

<table>
<thead>
<tr>
<th>TARGET FOR SUPPORT</th>
<th>50,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAZAAR</td>
<td>11,490</td>
</tr>
<tr>
<td>BRIDGE FOR CAUSE</td>
<td>19,949</td>
</tr>
<tr>
<td>HOTEL GUEST PARTICIPATION</td>
<td>Not Entertained</td>
</tr>
<tr>
<td>OTHER</td>
<td>4,110</td>
</tr>
<tr>
<td>TOTAL</td>
<td>35,549</td>
</tr>
<tr>
<td>SHORTFALL</td>
<td>(14,451)</td>
</tr>
</tbody>
</table>

The social initiatives since 2012 have generated funds to feed a total of 437,410 hungry in the World.
Encouraged to Take Stairs rather than the Lift where possible. This initiative has helped colleagues to be health conscious by appealing through benefits of exercise.

Information notices at elevators have pre-empted staff to walk up, down. This initiative not only allows staff to remain medically fit but helps to minimize electrical consumption, wear and tear of the elevators and helps to minimize carbon foot print, enhancing our drive for Green Engage.

Playing sports has been linked with good physical, mental and social benefits. HIAB promotes cricket even in car parks to promote sportsmanship and friendly camaraderie. This culminated in a hotel to hotel friendly Cricket Tournament.
March 20th is designated as the International Day of Happiness by the United Nations. In the UAE, the Ministry of State for Happiness has a role to create an environment where people can feel empowered and benefit from a wealth of job and education opportunities.
Diabetes awareness and Eye Camp

Diabetes being a leading cause of death, it was important to create awareness amongst the young associates and promote healthy lifestyle at workplace. Tips to reduce sugar intake and how to maintain healthy lifestyle was discussed along with an eye check up camp.

Free Quarterly Health Checkup

With an intention to promote staff health and encourage fitness among them, we ensure that their health is not being neglected.
In collaboration with Ministry of Health, 40 volunteers donated blood to Sharjah Blood Transfusion and Research Centre.
**INFINITE SUSTAINABILITY JOURNEY**

**People’s Responsibility**

**Culture of HIAB**

Workplace responsibility is promoted through a unified culture called “Way of Life @ HIAB”. Our mandate is to uphold social and human rights issues through a value system that is understood and adhered to by all, top down to permeate a single culture. This mission for our employees to embrace and exude goes beyond age, status, origin or beliefs and is taught under “Way of Life @ HIAB” which prescribes the following strict core values:

- Do the right thing
- Show we care
- Aim higher
- Celebrate difference
- Work better together

Through “Way of Life @ HIAB” all colleagues follow a remit of upholding a moral understanding of ethical values, tolerance, accepting diversity at the workplace, caring for nature, the environment and society, championed through core ideals. With core values imbedded in how we deal with each other so to become drivers of a family that advocates for diversity to become a strength rather than a weakness:

Since the opening, our culture is reinforced through specific training (See chart on the right) and is embraced with enthusiasm and creativity by our teams:

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Measurement/Criteria</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>IHG Human Rights Policy</td>
<td>All new staff have to sign this document</td>
<td>100% Compliance</td>
</tr>
<tr>
<td>Hotel Grievance Policy</td>
<td>All new staff have to sign this document</td>
<td>100% Compliance</td>
</tr>
<tr>
<td>Dubai Protection Service</td>
<td>Hiring of security Manager</td>
<td>100% Compliance</td>
</tr>
<tr>
<td>Dubai Civil Defence</td>
<td>Training of Staff</td>
<td>100% Compliance</td>
</tr>
<tr>
<td>Code of Conduct for Employees</td>
<td>All staff have been trained</td>
<td>100% Compliance</td>
</tr>
</tbody>
</table>

**Ethical Behaviour Policy**

<table>
<thead>
<tr>
<th>Parameters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sexual Harassment</td>
</tr>
<tr>
<td>Misappropriation of IHG Rewards Points</td>
</tr>
<tr>
<td>Staff Harassment</td>
</tr>
<tr>
<td>Cash Shortage</td>
</tr>
<tr>
<td>Staff drinking on duty</td>
</tr>
</tbody>
</table>
INFINITE SUSTAINABILITY JOURNEY

People’s Responsibility

We employ 27 nationalities. To get everyone on the same page we hold vigorous Training on sustainability.

Training on sustainability

<table>
<thead>
<tr>
<th>Topics for sustainability</th>
<th>Hours per Training</th>
<th>Employees Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Induction/Orientation</td>
<td>1hr</td>
<td>35</td>
</tr>
<tr>
<td>Disability &amp; Sign Language Training</td>
<td>4hrs</td>
<td>10</td>
</tr>
<tr>
<td>Waste Management &amp; Recycling</td>
<td>1hr</td>
<td>32</td>
</tr>
<tr>
<td>Basic Food hygiene</td>
<td>7hrs</td>
<td>70</td>
</tr>
<tr>
<td>Basic Food Hygiene Refresher</td>
<td>2 hours</td>
<td>39</td>
</tr>
<tr>
<td>HACCP</td>
<td>30 minutes</td>
<td>69</td>
</tr>
</tbody>
</table>

Holiday Inn Al Barsha being the signatory of Women’s Empowerment Principles helps us to close the gaps and increase female employment levels. With the increase of women in workforce; everyone benefits and observes the results in the following areas:

- Decrease in Turnover
- Increase in Engagement & Performance
- Widening our Talent Pool
INFINITIVE SUSTAINABILITY JOURNEY

People’s Responsibility

Integrating People with special needs

Employing Rafay, a mentally challenged child from Al Noor Training Centre for Persons with Disabilities School, since 2012, has been the most gratifying experience at HIAB. Rafay works in the laundry department and constantly tries to manage duties as well as his colleagues. He brings an awareness of how people manage challenges and helps his colleagues to embrace tolerance and adopt a culture of awareness in diversity.

The 5th Star

A popular employee recognition program, 5th Star of the month has been in play since inception.

HIAB proudly believes in the tag line “The 4Star Hotel with a 5Star Look” and professes that the 5th Star is fulfilled by its Human Element. Encouraged by each head of department to motivate every staff member to nominate their colleagues of those who exceed customer expectations and go the extra mile.

Winners are recognized in a monthly staff get together, where certificates of recognition and a bonus voucher is offered to “the employee of the month” recognized with a picture on the wall in the “Heart of the House”.

The 5th Star, From Al Noor Training Centre for Persons with Disabilities, is now part of HIAB Family.
In keeping with the above understanding that our people are our most valuable asset, the Human Resources Department, focuses on talent management by empowering leaders to develop the workforce they lead, to assume future roles and assignments determined by our company requirements.

We encourage them and give other opportunities for interdepartmental cross training through dedicated programs.

**Training Passport**

**A Journey of Learning and Growth for our Team**

Message from HIAB’s Training Passport Cover “HIAB Welcomes You to our World of Learning & Development

“This passport takes you on the journey of “Learning and Growth” at Holiday Inn Dubai - Al Barsha.
You will be given thorough training not only to bring IHG’s core values to your life and in your everyday actions and thoughts but also to embrace the “Way of Life @ Holiday Inn Dubai - Al Barsha”. We are committed to provide you the continuous growth in today’s competitive hospitality industry.
We also hope that development of your skills & knowledge will have a positive impact on providing the excellent guests service.
This training passport is to track the progress we know you will make in your career with us.
It will also be used to showcase your awards and achievements.
All the best wishes for a successful and rewarding career with Holiday Inn Dubai - Al Barsha!”
Employee Feedback

Dissatisfaction, ideas and suggestions are allowed to be aired anonymously or publicly through advertised channels like drop box at “Rainbow” (our staff canteen), or a dedicated log book where staff are welcome to write their suggestions.

All comments are given its fair dues by special grievance committee members and a remedial action plan for immediate action and implementation are prepared.

Further designed surveys, are in place and carried out regularly so improvements for staff welfare and job satisfaction are constantly updated. The Human Resources team constantly monitors these tools and ensures feedback is taken.
The Way Forward
THE WAY FORWARD

Sustainability forms an integral part of our business evolving constantly to meet requirements of our guests, employees and key stakeholders. We focus in monitoring and analyzing our processes so we can improve our systems and upgrade quality of our services. In this Sustainability Report 2018 we have followed the structure of the Global Reporting Initiative (GRI) and abiding to GRI fundamental principles of report content and quality. In these report we have therefore taken into particular consideration: stakeholder inclusiveness, sustainability context, materiality, completeness, and the principles of balance, comparability, accuracy, timeliness, clarity and reliability.

Our Goals for 2019

<table>
<thead>
<tr>
<th>AREA</th>
<th>TARGET AND OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business</strong></td>
<td></td>
</tr>
<tr>
<td>UNGC Communication on Progress (COP)</td>
<td>Develop sustainability report as an annual COP report according to our UNGC commitments</td>
</tr>
<tr>
<td>Sustainable Development Goals (SDGs)</td>
<td>Map a current strategy, programs and goals to the SDGs and implement and practice as many Pertinent of the 17 SDGs</td>
</tr>
<tr>
<td>Guest experience</td>
<td>Maintain “Heartbeat” rating above 80%</td>
</tr>
<tr>
<td>Brand</td>
<td>Improve visibility as Green hotel (e.g. listed as a “Green Hotel”, under the Green emirates portal)</td>
</tr>
<tr>
<td><strong>Society</strong></td>
<td></td>
</tr>
<tr>
<td>Holiday Inn Loves You Campaign</td>
<td>To enable sustaining 50,000 hungry children in the world</td>
</tr>
<tr>
<td><strong>Environment</strong></td>
<td></td>
</tr>
<tr>
<td>IHG Green Engage</td>
<td>Achieve 3 of 4 levels of Green Engage action items</td>
</tr>
<tr>
<td>Water and Electricity</td>
<td>Reduce consumption of both by 3%</td>
</tr>
<tr>
<td>Carbon footprint</td>
<td>Reduce carbon footprint by 3%</td>
</tr>
<tr>
<td><strong>People</strong></td>
<td></td>
</tr>
<tr>
<td>Employee engagement</td>
<td>Increase number of employees that participate and contribute to the initiatives of “Way of Life”</td>
</tr>
<tr>
<td>Health and safety</td>
<td>Zero accidents</td>
</tr>
<tr>
<td>Leadership</td>
<td>100% compliance with company on management approach and leadership</td>
</tr>
<tr>
<td>Employee retention</td>
<td>Maintain staff turnover below 25% or lower than market norms.</td>
</tr>
</tbody>
</table>
Poverty Footprint (SDG1)
› IHG Human rights policy - Initiated in 2008 and exercised to date.
› Further law of the land disallows employing minors
› To eradicate poverty, HIAB is a patron in an NGO – “An Advent for Building human Capital” (abc) which provides free education – “English for Hospitality Professionals” to the unemployed in Islamabad, Delhi and Dubai, aiding their growth through employment

End hunger, achieve food security and improved nutrition. (SDG2)
We partner UN WFP in furthering their mandate of zero hunger in the world, through a consummated partnership in Dec 2012. Till Dec 2018, through our registered body ‘Loves You Campaign’, staff efforts HIAB has managed to feed 437,410 hungry children in the world

Ensure healthy lives and promote well-being for all at all ages (SDG3)
Wellness at work is promoted through sports competitions, encouraging to take the stairs, yoga classes, indeed through dedicated exercise time.
Our CEO and leaders have participated in marathons and promote others to join. We partner “Food for Medicine” so staff can take advantage from holistic nutritionists, mind-body practitioners for healthier living, and promote regular health checks.

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (SDG4)
Pursuant to our patronage in the NGO abc (see Goal 1), our employees are given learning in English at work, to attain growth and help them to look for opportunities in larger hotels
Achieve gender equality and empower all women and girls (SDG5)
We uphold Women Empowerment Principles ensuring there is gender parity in all departments, ensuring hiring is equivocal, salaries and benefits are equal as per grading of job/designation/positions with equal treatment for both genders.
› CEO participates with seminars such as with Becky Anderson at Dubai Business Women Council, part of Dubai Chamber of Commerce, giving inspirational talks on empowerment of women, and is a Taskforce member of UN WEPs.

Ensure availability and sustainable management of water (SDG6)
To give clean water to staff and guest we have invested in water dispenser that use Reverse osmosis technology for drinking water solution so plastic water bottles are replaced causing a health hazard in extreme temperatures, giving a better Fresh water quality.

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (SDG8)
We promote a strict work Culture called “Way of Life” upholding strong values: Do the right thing, Show we care, Aim high, Work together, Celebrate differences. Strict Policies are in place and exercise zero tolerance for any violation. We strictly adhere to UAE labour law for benefits.

Ensure sustainable consumption and production patterns (SDG12)
• Why business should support supply chain sustainability
• Global Compact Management Model
• Global Reporting Initiative

Strengthen the means of implementation and revitalize the global partnership for sustainable development (SDG17)
Partnerships:
UNWFP
Citi Bank (UAE)
Special Needs Future Development (SNF)
EEG
• Al Noor Training centre for children with special needs.
• Dubai Municipality (DM)
• abc Foundation
• Islamic Affairs and Charitable Activities Dubai Cares
“Our land and in the sea, our forefathers lived and survived in this environment. They were able to do so because they recognized the need to conserve it, to take it only what they needed to live, and to preserve it for succeeding generations”

Sheikh Zayed bin Sultan Al Nahyan.