



هوليداي إن
Holiday Inn

أحد فنادق IHG®

دبي - البرشاء

DUBAI - AL BARSHA

**SUSTAINABILITY
REPORT 2017**

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Hotel with a

H[®]heart



SUSTAINABILITY INSPIRATIONAL THOUGHTS

Kenyan Proverb in Kiswahili

"Itunze arthi vyema;

hukupewa na wazazi;

bali umekopeshwa na wazao ako."

Arabic Translation

يجب ان تُعامل الارض بشكل جيد

انها لم تُعطى لك من قبل والديك

انها على سبيل الاعارة لك من قبل اطفالك

English Translation

"You must treat the earth well;

It was not given to you by your parents;

It is on loan to you by your children."



MESSAGE FROM OUR CEO



“

“We are humbled and indeed honoured to have been declared winner, for a second year running with CSR Arabia Awards 2017, the 10th Cycle of Arabia CSR Forum 2017—selected from 13 Arab Countries, this time in the Hospitality category by an international jury.

As we traverse difficult economic times, a lot of businesses cease to forgo their promises, their commitments of sustainability that were made during the buoyant times, losing their sense of responsibility to the Planet and People.

Holiday Inn Al Barsha did not follow suit, having from the outset entwined its business strategies with its sustainability priorities when proclaiming its 10 Years Sustainability priorities and has continued with it responsible and diligent stance in areas of social management, talent, business impact and environmental protection.

*Roxana Jaffer
Chief Executive Officer,
Sovereign Hotels Group*

*How could we forsake our promises, how could we forsake our responsibilities?
Stemming from Kenya, I am reminded by the Kenyan proverb that I grew up with - that our environment – the earth – is on loan to us by our children, and not a gift given by our parents for misuse!!*

*Today, in Dubai, this proverb resonates with the vision of our leader, His Highness Sheikh Mohamed bin Rashid Al Maktoum who has great ambition for building an economy by protecting natural and environmental resources and I quote:
“The Goal of the UAE’s Green Economy for Sustainable Development initiative is to build an economy that not only protects the environment but also allows the economy to grow”.
In keeping with this vision, we are committed to empowering our colleagues, our staff and indeed all stakeholders to be socially responsible. We make a conscious effort to support the ten principles of United Nation Global Compact (UNGC) in respect to Human and Labour Rights, Environment and Anti-Corruption and this report is a clear communication and expression of our continued support in advancing these principles within our sphere of influence.*

In supporting public accountability and transparency, we have undertaken the commitment to make a clear statement to our employees, suppliers, partners, clients, the public, and indeed all our stakeholders so they are aware of this dedication.

As you glance through this report, I am sure you will agree, that Holiday Inn Dubai - Al Barsha is 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 commitment to diligent business has been part of our Hotel’s Corporate DNA and is the base of all practices that inform our business strategy. HIAB takes prides in its voluntary commitment to sustainability knowing that corporate success is interdependent on its

social well-being and is committed to improving its economic, socio-cultural and environment and energy practices. As you will be able to see from this Sustainability Report

Our business approach goes beyond mainstream business, 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.

The IHG Green Engage™ system is our group-wide online environmental programme. It allows us to track, measure, improve and report on carbon footprint and utility consumption as well as plan Green Solutions to help us to perform better in our sustainability targets.

One of our prime objectives is to ensure a culture

of uprightness. This is the purpose of the “Way of life” and is reflected to our employee’ passion

Beyond the boundaries of our business, everyone in HAIB contributes in making our society a better place to live. Through the “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.

With these three pillars, our hotel, YOUR hotel enjoys giving superlative service, knowing that wealth creation is a meaningful exercise. We are proud to state, that our motto “Our Monetary Profits should only be defined by putting People and Planet first” is escalated down the line to all the departments, which enabled this wonderful recognition this year. We thank all our stakeholders, especially our guests for believing in our hospitality offering and recognising our efforts in Sustainability and making us the hotel we are. ”





“A Host of Amenities in a Stylish Hotel”

HIAB is an owner managed franchised hotel with a distinctive tag line **“A Host of Amenities in a Stylish Hotel”** enhanced by the quality and diversity in the different facilities the hotel has to offer.

HIAB is operated by Splendid Commercial Investment LLC under the license from InterContinental Hotels Group (IHG) and is a proud franchisee deeply committed in protecting the reputation of the Holiday 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, some of which are award winning and employs 264 colleagues from 18 nationalities and is a hub of dissimilar cultures. It prides itself in the superlative 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.

HIAB benefits from the overarching umbrella of the International IHG group, giving an edge over its competitors as it directly sets its pricing, promotions 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 enable numerous awards including the **“The Best Business Hotel - Dubai - Hospitality India Travel Awards 2016”**, **“The Best Corporate and Business Hotel ”** in the Middle East North Africa

region for three consecutive years , **Arabian Travel Awards - Best 4 Star Business Hotel 2017** and **“The Quality of Excellence ”** by IHG.

We are proud to state that due to our strong family culture, business ethics, and service quality that HIAB has enjoyed great popularity as a corporate and leisure hotel since its opening in 2008.





*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”

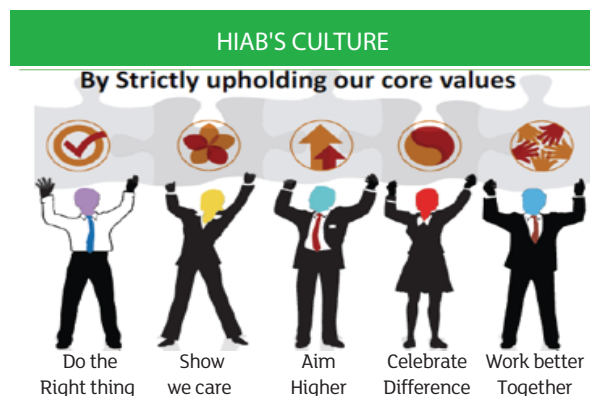
Mission

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, direction and progress of which are communicated to the entire team through regular meetings, training, and shift briefings.

Corporate and departmental goals and objectives are aligned and focus on:

People Management	How we engage with our team members so that they love their jobs and want to stay with HIAB
Guest Experience	How we engage with our team members so that they love their jobs and want to stay with HIAB
Responsible Business	How we show we care for the environment and the community in which our hotel operates
Financial Returns	How we grow revenue and profit by operating efficiently, beating the competition and getting guests to spend more at your hotel

Allegiance to U.A.E.

Uppermost entwined in our business practices is allegiance to our country

UAE Flag Human Formation by our people



SUSTAINABILITY DRIVERS

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 are aspiring to transform it; 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, 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".

Our Sustainability Vision:

Integrated in our decision making processes and procedures, principles of our Corporate Governance Framework, are:

- Transparency
- Fairness
- Accountability
- Responsibility

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 dismissed people, even GM;s for not conforming to our principles or on the premise of unethical behaviour.





Ten Years
Sustainability
Priorities



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 can become responsible and diligent in the following areas.



1. Business Impact

Embedding Sustainability in all Business
Make all Stakeholders more Socially
Health and Safety Measures
Individualism
Practice good Corporate Governance

Activities
Responsible
Uniform leadership style negating
Leading by example
Accountability

2. Talent Sustainability

Growth through Skills Enhancement
Treat Diversity as Strength not a Weakness

Program
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 10 UNGC

Principles and form a material part of this report focusing on to make us a **“Hotel with a Heart”**



- › According interpersonal acceptance and stewardship
- › Demonstrating a strong focus on sustainability and Social Responsibility

Zero tolerance is practiced, when leaders undermine these necessary attributes and misuse their position weakening the strong foundation of a family culture.

In the past GM's have been dismissed when not complying and respecting the above principles.

The CEO is an accomplished motivational speaker as she extends her teachings to external organisations as reported in the local newspapers - see below excerpts of an interview from the CEO, Middle East Magazine

This recognition comes from success of the uniform leadership style at HIAB as unitedly management navigate day to day with business and sustainability strategies.





August 2017 CEO Middle East Magazine
Roxana Jaffer Director of Sovereign Hotels



WHAT ADVICE WOULD YOU GIVE TO SOMEONE GOING INTO A LEADERSHIP POSITION FOR THE FIRST TIME?

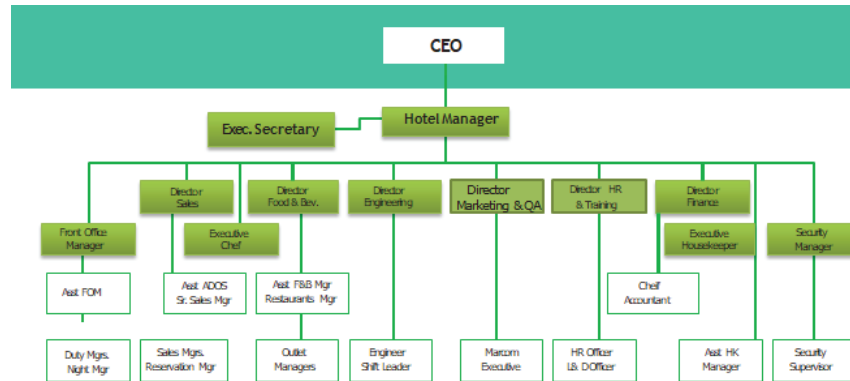
My advice to be a good leader and something I strive for everyday is to reflect on Aristotle's gambit - in trying to constantly develop my ethos - an ability to persuade my followers through my character; pathos - an ability to touch feelings and lead my followers emotionally, with love and logos - an ability to reason for action so my followers are moved intellectually.

Servant leadership is not about "I" - nor is it about "we" - it is about "them"

Leadership Hierarchy

Business Leadership

HIAB is strictly governed through an organised responsible divisional matrix



We have assigned clear responsibilities for environmental, social and governance issues, with direct reporting lines to the organization's leadership.





Sustainability 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 12 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.



ESG Steering Groups

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

The Role of the “Green Engage” focus group is to enthuse both, our internal and external customers to constantly abide to best practices of

4 “Rs” of Sustainability i.e. **Rethink, Reduce, Reuse** and saving methods and reduce carbon footprint for a better tomorrow. **Recycle**, as a continual innovative sustainable process by helping the environment through energy.



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 264 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”.



Governance



Code of Business

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 especially takes into account regional and local cultural, social and environmental needs.

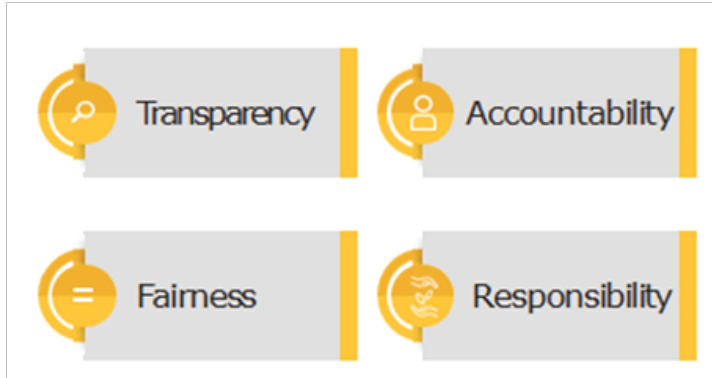
We have established a clear policy to identify and prioritize our partnership and collaboration engagements that are best suited to our sustainability context.

We conduct internal awareness-raising and training on labour 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, Water pollution, Emissions, Biodiversity, Transport, and Renewable Energy.

Principles of Governance



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 their phones where it might disturb others.

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 gauded 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.



Policies

HIAB believes that a strong moral system, with compliance to the laws and regulations of UAE, should go hand in hand with the company's mission that we are committed to uphold. We support and protect human rights as part of our corporate governance structure implementing several policies besides these we highlight.

Through our policies we commit to support protection of our employees respecting their rights, providing a safe and healthy work environment, allowing growth and promoting diversity through our core values and culture "Way of Life". We do not support exploitation of imported labour and have processes to uphold Ethical Behaviour, Anti-Corruption, promoting fair competition. We ensure suppliers are also bound to respect our principles.

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".

Harassment Policy

HIAB strives to provide for all employees a professional and congenial work environment, so all employees are treated equally, with courtesy, consideration and professionalism.

IHG Human Rights Policy

HIAB strictly adheres to this global policy as a responsible business, to support protection of human rights, respect our employees' rights to voluntary freedom of association, provide a safe and healthy working environment and does not support forced and compulsory labour or the exploitation of children

Further we support the elimination of employment discrimination and promote diversity in the workplace, whilst not supporting corruption. We conduct our business with honesty and integrity in compliance with applicable laws of the country.

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



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 characteristics. Our goal is to achieve compliance to safety standards and build strong safety culture at our Hotel. We conduct fire safety training for staff on regular intervals to prevent, prepare and respond to crisis situations effectively.

Food Safety

Managed through the internationally recognized food safety standard “Hazard Analysis Critical Control Point” (HACCP), we address food safety through the analysis and control of biological, chemical, and physical hazards from raw material production, procurement and handling, to manufacturing, distribution and consumption of the finished product. HACCP is certified by Dubai Municipality and regular audits help us maintain our food safety levels. The food safety framework is one that is tailored to the setting and environment in which we operate to assure HIABs industry leading position as food and beverage providers.

Fire Life Safety

We follow internationally recognized IHG fire life safety standards entwined with local authorities' standard. We effectively manage risk following recommended best management practices that form the foundation of our risk management system.

Steps are taken to prevent the probability of a fire. Life safety overrides saving property. Systems are in place to deal with this risk; fire evacuation drills, fire safety system check, inspections of means of escape, maintenance of fire warning systems and fire-fighting equipment take place regularly. Employees are trained and regular training programs are in place for prevention measures. In addition to training fire safety systems are checked and maintained according to the requirement of local authority's rules regulation and IHG fire life safety standards.

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 levels 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 a 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

Food Safety



The working environment within in a hotel can pose a number of hazards including confined spaces, lone working, ventilation, noise and working at height. HIAB is committed to undertake all reasonable measures to protect the health, safety and welfare of our colleagues, guests, contractors and other stakeholders.

Workers are given instruction and training necessary to enable safe performance of work activities. Safety trainings take place frequently to maintain highest level of health and safety in the organization. Other responsible practices are followed in the day to day operation to maintain effective health and safety aspects.

Security

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



INNOVATION

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'.



Our HR department based the 2017 Annual Staff Party, on the three key pillars for 'giving' as identified by UAE President His Highness Sheikh Khalifa bin Zayed Al Nahyan declared 2017 when he established 2017 to be "The Year of Giving".

PILLARS

- Promoting Corporate Social Responsibility
- Promoting a culture of volunteering
- Promoting a value of serving the nation



Celebrate Service Week

This week is celebrated annually globally at IHG properties to accolade and appreciate our true heroes.

Further to our success of 2016 when we held a 'waste not wants not' departmental competition, 2017 took the form of "Growth with Happiness in life"





HIAB Family
#wearehappy
#happiness

Flag Day

Since 2016, November 3rd has been officially designated as the National Flag Day, to commemorate the anniversary of the inauguration of Sheikh Khalifa bin Zayed al Nahyan as President and commemorate the foundation of the UAE. To declare its allegiance, Holiday Inn Dubai - Al Barsha proudly participated at the Flag Raising Ceremony, in presence of Mr. Yousuf Adbdulla Ibrahim from the Department of Tourism & Commerce Marketing (DTCM).

Staff 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, Vice President and Prime Minister of the United Arab Emirates, and Ruler of the Emirate of Dubai.



In keeping with these lofty thoughts, on the 72nd designated International Day of Tolerance - Nov 16th 2017 HIAB 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”

“ What makes us proud of HIAB is not the size of our rooms, the different restaurants we offer our guests, the awards we win, but rather the committed family who come together and uphold our hotel's core values in generating tolerance and love for each other.”

HIAB has built a culture of tolerance since it opened its doors, delivering its mandate under its core values: titled “Show We Care”, “Celebrate Difference” “Aim Higher”, “Work Better Together” and “Do the Right Thing”. That are upheld by every member of our staff, no matter what position.

Today HIAB is proud to know that its staff 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**.



Celebrating Diversity

HIAB promotes togetherness where anti-religious slogans are frowned upon and instead religious occasions are promoted to be celebrated together regardless of cultural or alternative faiths.

Embracing Christmas



Multi faith HIAB Christmas Choir of individuals- Christians, Muslims, Hindus or Buddhist - singing hymns in unison.



Holiday Inn Dubai - Al Barsha Sends You A Hug for ChristmasWhilst Christmas is a time of joyous cheer, let us all reflect and put in some special Items in our Christmas bucket list! Let us WRAP someone with a warm hug, SEND Gifts of LOVE, SWATHE them in our Light & BIND them with unforgettable Memories

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 United Nation World Food Programme.



Embracing Diwali Technology

We at Holiday Inn Dubai – Al Barsha embrace diversity and share each other's joy and sorrow. Hailing from 23 different countries our staff are given an opportunity to be unique whilst celebrating differences we have".



Eid Celebrations



Bringing together through

CSR Chat Group for innovative ideas and best practices is constantly shared and analyzed for further beneficial implementation and knowledge.



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.



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



EVERY DROP COUNTS, SAVE WATER: Water saving statistics
Green Initiative: CONSERVE & MAKE A DIFFERENCE

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”.

“Holiday Inn Environmental Programme”
Meeting your needs is our highest priority. Achieving that and serving our environment is a distinction in which we can all take great pride. We thank you for your participation in these initiatives that better serve our environment.”

CONSERVE & MAKE A DIFFERENCE: Water saving statistics

2017 Statistics: No. of Guests that opt NOT to change linen during their hotel stay

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total No. of room guests	12800	11135	12462	13369	11907	6069	7781	7897	11604	11367	11689	12622
No. of guests who opt not to change linen	3000	2800	2950	3200	2800	850	1200	1100	2550	3000	2800	2950
%	23.45	25.14	23.67	23.95	23.51	14	16.97	13.92	21.97	26.39	23.95	23.37



Green Initiative: COST OPTIMIZATION: SAVE PAPER SAVE TREES



FACT: 17 trees make 1 ton of paper
Marketing Drive: Reduce Paper usage: Save Trees
Here is to a paperless Department

No. of Copies

Daily	Monthly	Yearly
3	90	1080

Costs (AED)

Daily	Monthly	Yearly
6	180	2160





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.

The Chart below of sustainability target 2017 as shared with our stakeholders

Environment		
Areas	Target	Method
Save Water	To reduce water usage by 4% VS baseline	By installing shower aerators and creating awareness through trainings & briefings.
Save Trees	To reduce paper usage by 10 reels per month	Recycle paper. Use digital communication and reduce print.
Waste Conversion	To reduce waste by 10% VS baseline	By adopting effective recycling practices
Electricity	To reduce electricity consumption by 3% VS baseline	By completing LED lighting project and through good practices.
Carbon foot print	To reduce Carbon foot print by 5% VS baseline	By having good control on utilities and adopting best waste management practices
Social		
Areas	Target	Method
Wellbeing	Encourage Sports	Greater participation in inter hotel sports events
	Yoga practices	For management – yoga sessions monthly to get into a practice Participating in Global Yoga Day Walking up instead of the lift events
	Regular Medical Check Ups for all associates	Free Cholesterol, Sugar and body check-up in collaboration with Aster Clinics Breast Cancer screening for female associates @ Zulekha Hospital
	Participate in cleaning environment activities	Participate in Dubai Municipality drives for beach cleaning activity to create awareness and ensure healthy living environment.
Governance		
Areas	Target	Method
Confidential Reporting	More training in each department	To be committed to our Code of Conduct encourage responsibility in speaking up about breaches of the Code such as Falsifying records, fraud or theft, Bribery or conflicts of interest.
Human Rights	To have zero tolerance toward Gender, Racial and Religious discrimination	Consistence core value refresher



Franchisor

IHG is a renowned global institution, a member of the FTSE4 Good Index. HIAB as an independent owner managed franchisee takes advantage of its offerings that suit its sustainability remit. We communicate our Responsible Business approach in the dedicated sections of our Annual Report and our 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. Further, In 2014 IHG launched a partnership with Green Globe and Green key global for third-party internal certification of the IHG Green Engage system. By virtue HIAB, too is a partner with Green Globe and Green key Global and take advantage of all its certification and learning in helping to protect the environment.

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.

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.

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.

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.





Our Guests



Our Guests



Will be supported and given opportunities to develop themselves and pursue a rewarding career.

Will be rewarded and recognized for their contributions and that we will value the significance of their life beyond work.

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 and measured by external auditors. This way we can guarantee service quality and ensure our products and services consistently meet customers' needs.

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.

We take pride in knowing that our Team.

Is treated with respect and guarantee they have all tools to make a great start.

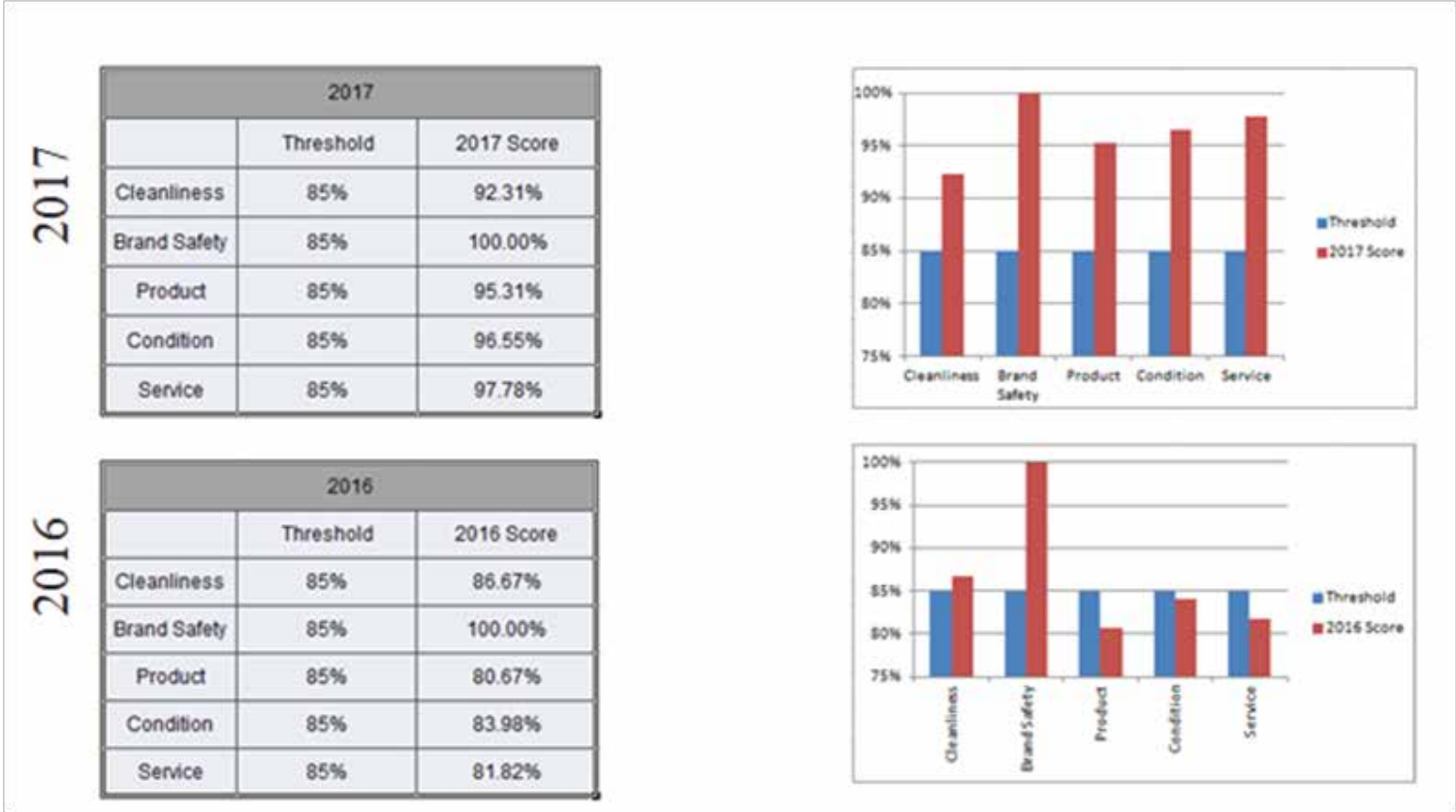
Will have an opportunity to work with great teams, be transparent and make a real difference in our workplace.

Will be supported and given opportunities to develop themselves and pursue a rewarding career.

Will be rewarded and recognized for their contributions and that we will value the significance of their life beyond work.

Stay Real: Guest Review Platform

Every guest comment via online reviews, feedback forms or emails is instantly voiced to our team members and a thank you card for living the “Stay Real Behaviours” is handed over to the quoted staff member. **We are very proud of our results. Thank You Guests**



IHG Brand Standards Compliance

To ensure that IHG hotels comply to global standards an annual audit is entailed through a surprise visit of a third party expert. HIAB is proud to state that results for the Audit 2017 were exemplary informing that guests come first in our day to day service.

Report Category Summary		
Category/Sub Category	Score	Rating
Service Standards	98.28%	Pass "Excellent"
Product	92.55%	Pass "Good"
Brand Safety Standard	100.00%	
Cleanliness	91.82%	Pass "Good"
Condition	92.31%	Pass "Good"



Guest Feedback

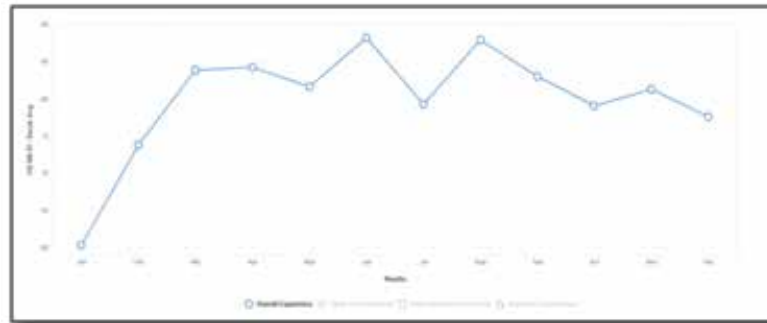
To enable business intelligence, ensure continuous improvements to meet market changing expectations HIAB evaluates the feedback received from customers via various channels such as “HeartBeat” customer online survey: “problem tracker” system: “rate my stay” cards : and “IHG social listening tool”.

Procedures are also in place to regulate, manage, respond to feedback, which are regularly audited and reviewed. Key issues are recorded in a system termed “problem tracker” where necessary analysis and measures take place. Feedback and data are summarized to generate daily, monthly and yearly scores.

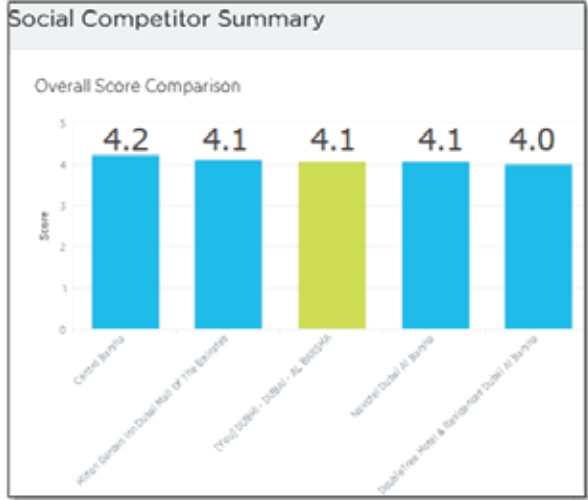
Guest feedback is discussed on a daily basis at morning briefings and actions are taken thereafter to improve performance. We meet or contact guests to discuss comments with them and resolve any issues arising. In fact we treat a complaint like a gift so we can learn and improve our offerings. At the same time, feedback from guests has been inspirational as they make an informed choice staying with us and support responsible business.

IHG being an international hotel chain focuses on the loyalty of the guests and promotes IHG Rewards Club - a Largest Hotel Loyalty Rewards programme. The Front Desk colleagues proactively enrol guests upon arrival for the free membership programme. The existing members are recognized and offered services as per their entitled benefits.

Our hotel is focused on improving customer satisfaction and exceeding guest expectations. For 2016 our “HeartBeat” scores proved to be outstanding. Overall Satisfaction Graph of “HeartBeat” - an internal system generated report by IHG Merlin gave an average overall score for 2017 of 79.49.



Additional tools, IHG intranet – “Online Reputation “IHG Medallia Dashboard” generates graphs that demonstrate how HIAB is rated the No. 2 in Al Barsha, compared to competition. Data /source – IHG Medalia dashboard – Jan 2017 to date:



Holiday Inn Dubai – Al Barsha
Social Performance Metrics





PARTNERSHIP AND COLLABORATIONS (Local & International)

Government and Community Organisations

Dubai Chamber HIAB promotes gender equality (UNGC Sustainability Development Goal No. 5) and with its partnership with Dubai Business Women Council (part of Dubai Chamber) sends our colleagues to learn about gender parity allowing our female managers to learn about norms in Dubai helping to strengthen bonds between women.



Dubai Municipality: Clean UpThe World

HIAB participated once again in DM's community based environmental campaign to conserve the environment. On November 21st 2017 our team removed all litter from the assigned area of Jumeirah Beach behind Umm Suqeim Park area.



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 certification of satisfaction in November 2017.

Emirates Environmental Group: Clean up UAE 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". Our teams cleaned the desert of Nad Al Sheba with great pride on 9th of December 2017.



Emirates Environmental Group: Can Collection Campaign. Together for a better environment HIAB participated in this initiative of on two different occasions during 2017 collecting 144.5 KG of used cans that littered



Green Emirates

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.



WEPs Women's Empowerment Principles



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.



Participation in Government and Community Initiatives 2017

Clean Up The World



Clean Up UAE



Can Collection



Pink it now “Breast Cancer Awareness “

Zulekha Hospital’s Pink Ribbon campaign for Breast Cancer Awareness drive was supported under our remit of Healthy Life Style by sending 17 of our female workforce over the age of 25 years for mammograms and breast consultation, assisting them by providing free transportation, making appointments for them.



Volunteering 2017

Al Noor – Assistive TechX 2017



Holiday Inn Al Barsha Volunteered more than 50 hours to become a very active participant in #IamATaware Campaign, designed by Al Noor Training Center for Persons with Disabilities to create awareness about people with determination with a focus on assistive technology with its usage and impact in our daily lives.

NGO's



In upholding SDG 2 – Zero hunger – we have collaboration with UN-WFP

HIAB has established several partnerships and collaborations under its sustainability remit.

A partnership was consummated in December 2012 with United Nations World Food Programme (UNWFP), the largest humanitarian agency fighting hunger worldwide, to help further.

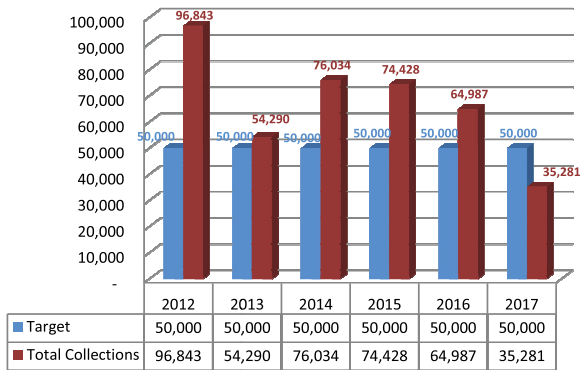


WFP's Strategic Plans in achieving a world with zero hunger, under its operational framework. Since this time, HIAB has pursued its partnership, in the MENA region allowing activities to be sanctioned by Islamic Affairs and Charitable Activities Department of the Government of Dubai.



Consummating a partnership with U. N. World Food Programme (WFP) December 2012.

Till date we have been able to feed 401, 863 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



NGO's



In upholding SDG 1 – No poverty – we have collaboration with abc.

advent for building human capital (abc)

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 seeing from the chart below.



Batch	Assess -ed	Enroll -ed	Graduat -ed	On Job	Promot -ions	Cross Training
1/17	11	9	9	9	1	1
2/17	-	7	7	7	0	0
3/17	3	8	8	7	0	0
4/17	-	10	10	10	0	2
5/17	6	6	6	6	0	1
Total	20	40	40	39	1	4



United Nations Global Compact (UNGC)

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 12 of the 17 universally accepted principles in the areas of human rights, labour, environment and anti-corruption.



*Soumya Mukherjee, our Front Office Manager pledging his preference to SDG Goal No.8–
Decent Work & Economic Growth*

Academic Institutions

HIAB has forged a relationship of repute, with leading academic institutions to be invited to give various empowerment presentations.

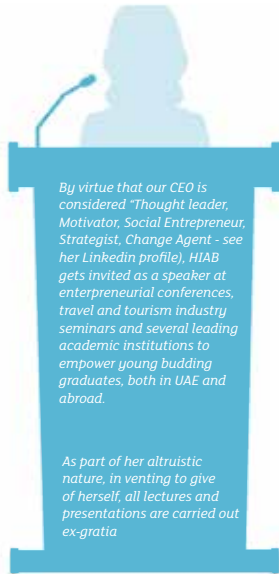
- American University of Sharjah, Harvard College in Asia Program “Modern Day Leadership Influences technology”
- Zayed University Abu Dhabi

"Can Women Leaders excel in the UAE?"

- United Nations Global Compact Network UAE Putting Sustainable Development Goals into action "Why Leadership Matters"



- College of Tourism & Hotel Management (COTHM) Lahore Pakistan "Winning Leadership Style"
- Business Women Forum, Grosvenor House Hotel, Dubai "Women in Male dominated professions"
- Hotel 360 Grosvenor House Hotel, Dubai "How to increase your competitive edge"
- Arab Women in Leadership and Business Summit "The Female Entrepreneur: Turning Vision To Reality"
- Supporting students from Abu Dhabi University pursuing research on "Sustainability in Hotels" in Dubai.



Registered charities in UAE

Before HIAB forges a partnership with an NGO, a due diligence study is undertaken framing responses to these questions before positive actions are undertaken:

What is the purpose/ objectives of the NGO/ initiative?

What are the achievements, results and success of the NGO/initiative?

How are donations dealt with? Are all the causes and expenses certified?

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 hosting the challenged and teachers for Valentine parties or offering our staff as volunteers for their events.

In keeping with HIAB's policy to ensure that recruitment is on merit without gender, culture and colour 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.

Accordingly we offer internships and employment for such students in our housekeeping department, creating awareness so colleagues learn to appreciate their own faculties.

Mohamed Rafey 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

Special Needs Future Development



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" (POAG) in April with inspirational trainings, talks and networking sessions with a visionary outlook to empower women. The summit brings together 5 female participants who are inspired by community leaders, trained in design thinking and will be supported with ongoing learning opportunities.



The POAG initiative brings together young women of ages 18-25 to develop and implement team projects that benefit their communities. Every year, 35 participants—3 Emiratis and 2 long time residents from each emirate—are inspired by community leaders, trained in design thinking, connected to mentors and supported with ongoing learning opportunities.

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.

Ramadan being a time to indulge in acts of charity, kindness and benevolence and as part of the hotel's CSR initiative endeavour, Holiday Inn - Dubai Loves U Campaign' incepted 8 years ago in its drive to make the world a better place for all, has an initiative called 'Embracing Ramadan', when we invite orphans, children with special needs, or labourers from Dubai's society



Awards
and
Recognition



AWARDS AND RECOGNITION:



ARABIA CSR 2017



Holiday Inn Dubai - Al Barsha gets its most coveted award from Arabia CSR for the Medium size category in hospitality selected from 10 Arab countries



September 27th, 2017

Mrs. Roxana Jaffer
CEO, Sovereign Hotels Dubai
Resident Director, Holiday Inn Dubai - Al Barsha
P. O. Box 115443
Dubai
UAE

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Pascal Gauvin
Chief Operating Officer, MEA

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pascal.gauvin@ihg.com

Dear Roxana,

It gives me great pleasure to extend my sincere congratulations for the honour of receiving CSR Arabia Award in the Hospitality category, selected from 10 Arab countries, and for the second year running.

This very well deserved distinction for Holiday Inn Dubai – Al Barsha, is in recognition of your efforts and the Team in the CSR and sustainability mission. We are very proud of our association with you and our partnership with Sovereign Hotels.

On behalf of InterContinental Hotels Group (IHG), we would like to share the happiness of this distinguished honour, and we wish you continued success in all your endeavours.

Yours Sincerely,



Pascal Gauvin
Chief Operating Officer
India, Middle East & Africa



InterContinental Hotels Group Limited, 25 Gresham Street, London EC2A 3DF, United Kingdom. Registered in England. No. 10137572.
Registered office: Suite 2201, Festival Tower, Dubai Festival City, Al Rashid Street, Dubai Festival City, Dubai, UAE. Switchboard: +971 (0) 4 213 6000.



December, 2017

Roxana Jaffer recognised as a “POWERFUL FEMALE CEO’ at the 5th South American, Africa, Middle East and Asia Conference by HH Sheikh Juma bin Maktoum Juma al Maktoum.

Upon acceptance, Roxana states: Quote: "Totally humbling to be recognised today with a bevy of powerful Female CEO's in the 5th South American, Africa, Middle East and Asia by HH Sheikh Him Juma bin Maktoum Juma al Maktoum as a Transformational CEO for delivering U.N.'s Sustainability Development Goals." Unquote.



IHG - InterContinental Hotel Groups

It is with pride that we received the notification that IHG has been recognized globally as a ‘Global Best Employer’ by Aon. HIAB with its colleagues participated in the Aon Best Employers Programme, which measures and recognizes leading employers worldwide.

As well as our global accreditation, IHG has been listed as an Aon Best Employer out of 46 countries around the world. The accreditation is based on feedback from our staff through an independent survey platform and demonstrates a genuine commitment to our people.



UNGC - United Nations Global Compact UAE Local Network



Putting Sustainable Development Goals into Action' CEO Dialogue 'Why Leadership Matters?'

"Holiday Inn Dubai – Al Barsha being decorated for being a Responsible Business:

- In Looking after the Environment by saving energy and reducing carbon footprint;
- In Looking after People by helping to feed over 400,000 hungry children in the world;
- In Helping to Build Local Civil Society by joining hands with organisations like Al Noor Training Centre for Persons with disabilities, adopt-a-camp, UNWFP, Dubai Cares, etc.

Upon acceptance of recognition Roxana Jaffer, stated:

"These are some initiatives that earmarked this recognition, driven by our staff drive who are truly socially responsible and to whom this award belongs."





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

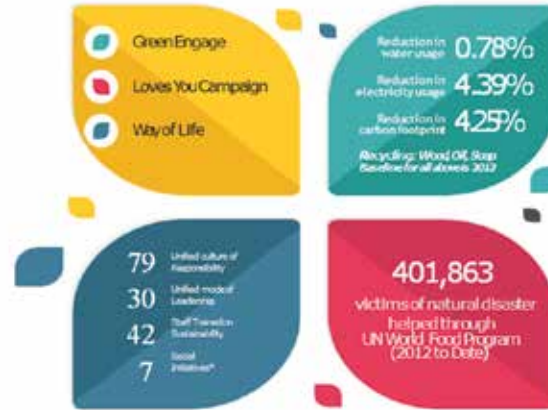
In 2008, our CEO, inspired by a quote, “Life is not worth living unless lived for someone else” planted the seeds to be interwoven in our business dealings, of what were to become our long term strategy for sustainability. A truly sustainable company makes a difference and successfully incorporates in 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



HIAB to leave a legacy for future generations.

INFINITIVE SUSTAINABILITY JOURNEY

Pillar Achievements 2017



Environmental Responsibility

Green Engage

HIAB through Green Engage, online system, monitors and manages energy and water saving, waste consumption and 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.

IHG GREEN ENGAGE™ SYSTEM

Is an online system designed to help hotels monitor, reduce and manage their energy, water, waste consumption and carbon - generally help to achieve 15-25% in energy savings.

- Enables hotels to input utility data (i.e. Energy, water and waste) on a monthly basis.
- Includes a checklist of over 200 actions called “green solutions” that hotels can take to be environmentally sustainable; taking into account costs and guest experience.
- Provides a step-by-step implementation guide for each Green Solution, highlights expectants as evidence for completing an action, case studies, and financial considerations.
- Generates reports that help hotels improve performance by sharing data and tracking progress.
- Enables hotels to benchmark energy performance against similar hotels worldwide, based on climate and other environmental factors.
- Contains a carbon calculator, which uses an industry agreed methodology for calculating the total carbon footprint of a hotel, carbon per occupied room and footprint of a meeting.
- Through our IHG Green Engage system we are putting the environment right at the heart of how we operate. Green Engage is a powerful demonstration of our commitment to a greener future, a guarantee of our long-term success and the well-being of our guests.
- Green Engage as well as Fire, Life and Safety (FLS) are led by the Director of Engineering with a team of 12 personnel from different departments of the hotel, so consciousness of both areas is driven throughout the hotel.



Suez Middle East Recycling LLC

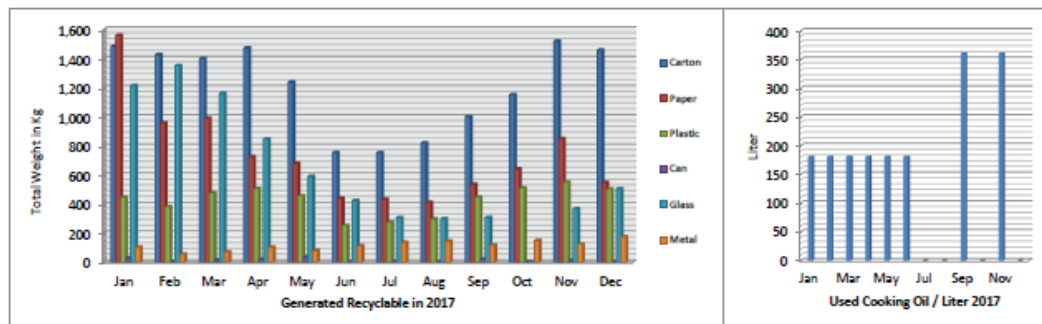


Date : 1-Jan-18
RECYCLING REPORT: December-17
Client Reference Code : (10H100) Holiday Inn - Al Barsha

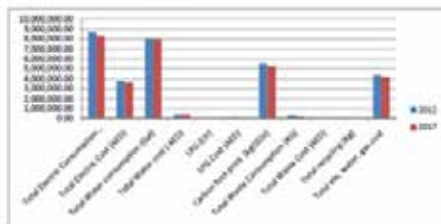
This document confirms that Suez Middle East Recycling LLC has received the following recyclable items from your Organization

Type of Recyclable Materials	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Carton	1,482	1,424	1,398	1,471	1,237	756	755	822	1,002	1,152	1,518	1,457
Paper	1,557	959	991	728	682	442	435	415	538	643	852	552
Plastic	448	384	481	510	459	255	278	298	449	514	554	506
Can	30	0	16	21	35	0	0	0	22	0	13	0
Glass	1,214	1,350	1,161	850	592	427	307	299	309	0	371	508
Metal	102	56	72	102	82	113	137	145	118	150	127	176
Total Weight, Metric / Kg	4,833	4,173	4,119	3,682	3,087	1,993	1,912	1,979	2,438	2,459	3,435	3,199

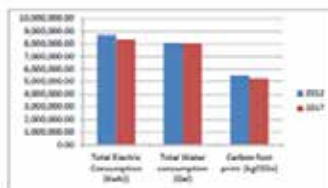
Type of Recyclable Materials	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Used Cooking Oil / Ltr	180	180	180	180	180	180	0	0	360	0	360	0



Energy Saving

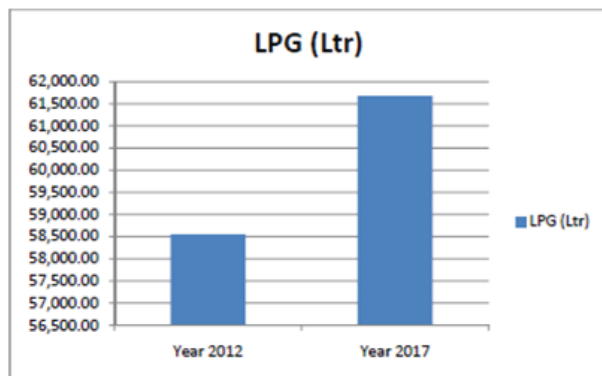


Description	2012	2017
Total Electric Consumption (kwh)	8,706,256.36	8,324,301
Total Water consumption (Gall)	8,058,000.00	7,994,820.00
Carbon foot print (kgCO2e)	3,498,095.00	3,264,438.34

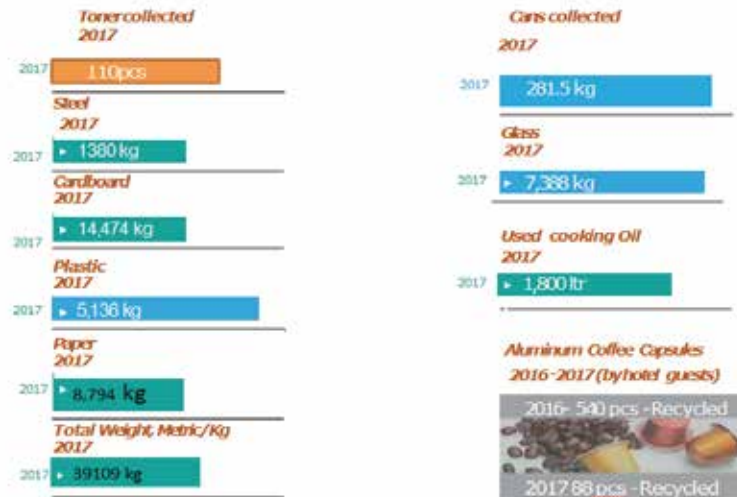


Energy Savings in 2017 on 2012 Base Line					
Description	2012	2017	Variation VS Last Year	Variation in %	Status
Total Electric Consumption (kwh)	8,706,256.36	8,324,301	104610.96	-4.39	Positive
Total Electric Cost (AED)	3,813,232.46	3,677,433.77	48919.52	-3.54	Positive
Total Water consumption (Gall)	8,058,000.00	7,994,820.00	132400.00	-0.78	Positive
Total Water cost (AED)	414,393.00	413,913.40	2813.80	-0.12	Positive
LPG (Ltr)	58,543.00	61,674.00	6942.00	5.35	Negative
LPG Cost (AED)	152,106.50	120,421.68	32937.70	-20.83	Positive
Carbon foot print (kgCO2e)	3,498,095.00	3,264,438.34	71717.23	-4.21	Positive
Total Waste Consumption (KG)	353,948	199,919.00	154029.00	-43.52	Positive
Total Waste Cost (AED)	30,652.25	14,851.00	15601.25	-51.55	Positive
Total recycling (kg)	20,701	17,669.00	16,968.00	83.97	Positive
Total elec. water, gas cost	8,378,721.96	4,211,768.85	167,953.11	-3.83	Positive

Description	2012	2017
LPG (Ltr)	58,543.00	61,674.00



Recycling Totals for 2017



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, Water scarcity, Water pollution, Carbon Emissions, Biodiversity and Transport issues 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.

Eco Friendly

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.

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.



Recycled Items

We also strive to use recycled items where possible, - bags for delivering newspapers to guest rooms, made from jute - an eco-friendly and recyclable material.

Laundry pick-up bags are made of non-woven material and are eco-friendly also.

Fresh Water Quality

To provide clean and healthy drinking water to staff, we have invested in reverse osmosis water system technology designed to tackle water pollution issues. This system allows fresh water on tap against traditional stored bottled water, negating manual handling and physical efforts to lift heavy bottles. Further being 100% chemical free it has a positive environmental impact.

Most bottled water comes in Polyethylene Terephthalate (PET) plastic bottles, which are derived from crude oil using up to three litres of water to produce a one litre water bottle.

Further transportation of bottled water around the world requires burning of fossil fuels. Although plastic bottles are recyclable, many end up in landfill and take up to 1000 years breaking down. When littered they often end up in the sea where they break up in small pieces, killing marine life that mistake them for food.

Promoting Wellbeing rather than Aesthetics: Corporate Gifts

Humidifiers

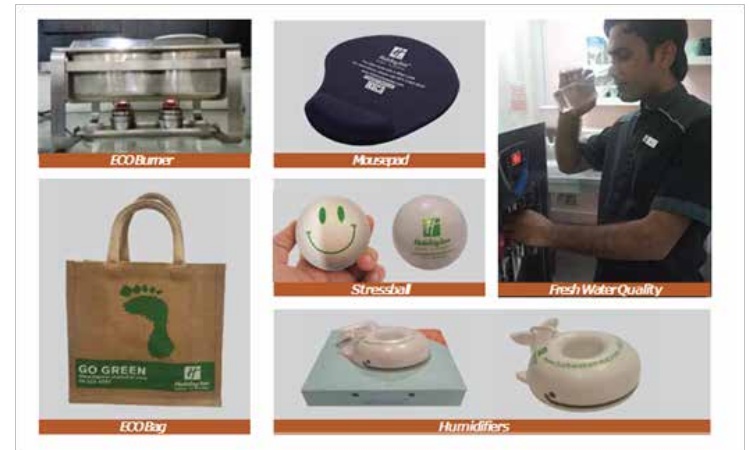
This gift was well liked by our guests. Humidifiers add moisture to air preventing dryness that causes irritation to the body and can be effective for treating dry skin, nose, throat, and lips.

Ergonomic Mouse Pads

These specially designed mouse pads allowing stress relief to wrists are another favourite. Repetitive stress movements, made with a conventional mouse, can cause tension and stress in the hands, forearms and shoulders, relieved by this ergonomic mouse pad designed to fit the hand naturally, avoiding painful positions and disallowing loss of strength in arms.

Stress Balls

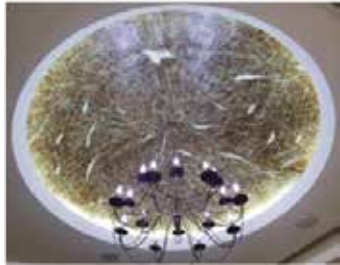
To Relieve tension are gifted to those working in offices under pressure.



Lighting System

Meeting rooms and public areas LED lights.

With our ongoing replacement of all the room lighting, HIAB continued with replaced meeting rooms and public areas lights into LED. This consumes 4 times less energy compare to traditional lighting helping with carbon emissions. An ROI is expected through lesser energy costs in due course.



Recycling Awareness

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

Below are images from inter department recycling competitions creating usable art forms from recyclable material.

WASTE NOT WANT NOT. A DRIVE TOWARDS ZERO WASTE...





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 of 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.

Below are images of compacting paper waste, segregating metal and filtering waste oil.



Social Responsibility



Loves You Campaign" (LUC)

HI-LUC, 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.

HI-LUC is unique in its appeal that all members of the staff, regardless of rank, colour 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.



Selected Social Initiatives Pre-2017

HIAB has several initiatives, partnerships and collaborations under its sustainability remit and focus group HI-LUC.

Embracing Ramadan - Action care



Adopt A Camp - Embracing Ramadan



Marathon for A Cause - WFP



Water Bucket Walk - Dubai Care



Workforce indusion - Al Noor



Cheque Donation - Al Noor



Pakistan Flood Relief



Embracing Ramadan - Action care



Marathon for A Cause - WFP



Spice Cares



Bridge for A Cause



Iftar Embracing Ramadan - Adopt A Camp



Ramadan Cares Packages



Adopt A Camp - Labors Iftar



Bridge for A Cause - Supporting Philippines Floods



Education Support - SNF Student



Underprivileged Iftar Embracing Ramadan



Selected Social Initiatives Pre 2017 which continueto date.



- Promoting UNGC's SDG's – Goal No 3–'Good Health & Well Being' Promoting wellness at work' the following drives were initiated:
- Encouraged to Take Stairs rather than the Lift where possible
Taking the Stairs rather than the Elevator has helped colleagues to be more health self conscious by appealing through benefits of exercise. Information notices at elevators have pre-empted staff to walk up or down.
By participating in this initiative we not only help staff to remain medically fit but helps to minimize our electrical consumption and wear and tear of the elevators, helping to minimize carbon foot print, enhancing our drive for Green Engage
- Awareness to YOGA
Participating in National Yoga Day and getting management to start their day with a 10 min exercise schedule at morning briefings.



- **Non Smoking Day**

Observing this day through notices, we were thrilled to know that 14 smokers quit.

Social Initiatives 2017

Improve life with adaptation of Happiness

In keeping with the objectives of International Day of Happiness, our staff having fun at an organised 'Happy Day'

Since 2013, the United Nations have celebrated March 20th as the International Day of Happiness, as a reminder of a fundamental human right, ultimate goal and life choice. In the UAE, the set up of the Ministry of State for Happiness has a unique role to contribute to the creation of such environment where people can feel empowered and benefit from a wealth of job and education opportunities.

20th March 2017
Growth with Happiness in Life



Walk for Education



Accepting Fitness Challenges Dubai Fitness Challenge



Supporting Universities in their initiatives



Abu Dhabi University students pursuing research about “Sustainability in Hotels” in Dubai being given an understanding of how a Responsible Business can be driven.

LoVES You Campaign Social Initiatives 2017



Embracing Ramadan

Objectives:

- To spread the message of share and care.
- To make the specially-able children feel a part of the society.
- To make the community aware of the initiative.
- To raise funds towards contributing to Zero Hunger.

A successful formalised drive running since 2012 is HIAB's pledge to feed 4 hungry persons in the world from each Iftar bookings with United Nations World Food programme (UNWFP). The roots of this drive were in Sep 2007 at pre-opening when Labourers (not on HIAB's employ) who built the hotel were appreciated for their hard work by a mass Iftar served by the management.

HIAB at its annual corporate Iftar, brings people from different walks of life – those who are privileged (as guests who pay) and those who are not so privileged, hosted for free – labourers, orphans and underprivileged to break their fast and dine together to feel part of the mainstream society.

HIAB has hosted in the past Orphans and Under Privileged children and labours through their partnerships with “Action Care”, “Al Noor Training Centre for persons with disabilities” and “Adopt-a Camp” “Red Crescent” SNF (Special Needs Future Development Centre) “

This year HIAB along with the Citi and Emirates Red Crescent came together to support 100 less fortunate children and dignitaries from society to celebrate ‘Iftar’ on 12th June 2017. The event marked the ‘Year of Giving in U.A.E.’ along with the 12th year of Citi's Global Community Day.



The tangible impact against our set targets was as follows

Parameter	Targets	Achieved	Variance
Invitees	200	262	62
Food / Bev Cost	**	19000	**
Funds	20,000	26, 464	6,464

The intangible target was even greater as we educated our staff to lend a hand towards the less fortunate sect of society.



Below picture

Arabia CSR Network's President & CEO, Mrs Habiba Al Marashi at the Embrace Ramadan Iftar in Jun, lauding our drive.



"Holiday Inn Dubai-Al Barsha, is exemplary for the impact being made through the collaboration to fight poverty and hunger, totally aligned with our core objectives.

Our religion tells us, "He is not a Muslim who eats his fill when his neighbour goes hungry." In this spiritual month of Ramadan, it is very appropriate that we follow what our religion tells us to do and look for ways and means by which we can alleviate the pain and suffering and address the needs of our fellow human beings."

Charity Bazaars



Friends of HIAB are invited to clear their homes of new and nearly new items, unwanted gifts, books and educational material to be donated for our cause. Our organized bazaar team sifts through the items, prices and sells them at a much reduced price then listed.

The results are phenomenal: Affluent people get a chance to clear their homes, people of humble backgrounds get a chance to own items at a much reduced price and the funds generated help to feed the hungry in the world.

Bridge for a Cause



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 2017 the tournament was dedicated to raise funds to help disaster victims of the war in Syria whereby 16, 200 hungry were given sustenance through UN WFP.

Hotel Guests Participation



Our main stakeholder, our hotel guests through various communication channels (newsletters, website, notices, etc) learning about our philanthropic endeavour, request to participate by a voluntary addition to their bill upon checkout.

Aggregate Results of LUC 2017 Social Initiatives

Target for support	50,000
Hotel Guests	1,481
Embrace Ramadan	1,900.
Bazaar	15,700
Bridge for A Cause	16,200.
Total	35,281
Shortfall	(14719)



Soap for Hope



Guest left-over soaps, instead of being discarded get sent to “Sealed Air Diversey Care” for recycling and donated to labourers in Dubai. In the 12 months HIAB managed to donate 1,733 standard soap bars (30gm each).

Continuous Learning of Sustainability Seminars & Training

Conferences /Trainings /workshops	Date	Attended by
“UAE ‘s Designated Year of Giving” CEO Clubs Breakfast Meeting Keynote World Trade Club, Dubai Clubs	August 2017	CEB
‘Creating a culture of giving’ Facebook LIVE with Namita Ramani	November 2017	CEB
“The Role of Women Leaders in Delivering SDGs” - The 5 th SOUTH AMERICA –AFRICA – MIDDLE EAST - ASIA WOMEN SUMMIT (SAMEAWS) Shangri-La Hotel, Dubai – UAE	December 2017	CEB

*CEB = CSR Executive Board

Events hosted at HIAB supporting sustainability



The Arabia CSR Network Clinic

The Arabia CSR Awards are widely known as the Arab Region's home-grown sustainability benchmark. This annual award is conferred on organisation's that demonstrate a high level of performance in CSR and corporate sustainability. An elaborate application process ensures that internationally aligned best practices are adhered to, such as the GRI sustainability reporting guidelines, European EFQM Excellence Model and the UN Global Compact Ten Principles.

The aim of the clinic was to provide all applicants fair and equal knowledge of the application process in an adequate time frame before the submission deadline to ensure fair competition and a smooth progression. Leading the clinic was Arabia CSR Network President & CEO Habiba Al Marashi, who gave an overview of the awards with particular reference to the previous award cycle who informed that the framework for the award and implementing them in the Arab region, bridges the gap between theory and practice beautifully.

The Award guides organisations as it did HIAB, to take a close look at sustainability practices and constantly improve performance in environment, social and governance areas.



Sustainability Knowledge Group

It was a privilege for HIAB to be official hotel sponsor for SK Group, a leading firms specializing in CSR and Sustainability services, in November 2016. HIAB was proud to showcase its sustainability remit on this occasion, in presence of other leading participants (ABB, DP World, DEWA, EDGESENSE, Emirates NBD and ATKINS) led by SK 's Chief Sustainability Officer, certified by the British Institute of Leadership and Management (ILM). Participants actively contributed to hands on, interactive training which had successful learning outcomes.

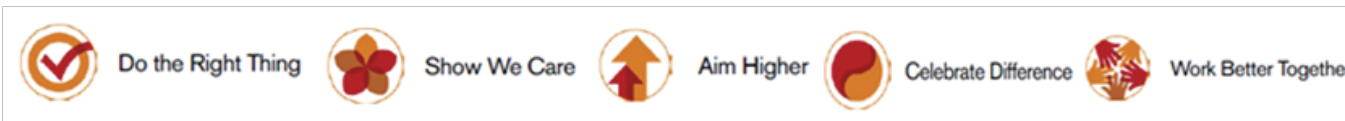
People's Responsibility

Way of Life @ 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:

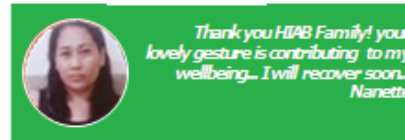


since the opening, which is reinforced through specific training and is embraced with enthusiasm and creativity by our teams.

Core Values Leading to Blood Donation Initiative

'The gift of blood is the noblest and the most precious of all gifts.' These words were put into action as one of our team member Nanette needed urgent support with 3 litres of blood.

Our team came forward and donated blood voluntarily at Latifa Hospital. These values aid to articulate the understanding of how to showcase morality and to be responsible. Indeed a gallant from our HIAB team



HIAB Culture

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:

Our Framework

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



We strive to

- Be Analytical
 - Work Smart Not Hard
 - Give Attention to Detail
- We are NOT
- Rule Oriented as a Norm
 - Believers of Sharing Information Freely
 - Informal (Casual and Familiar)
 - Encouraging Working Long Hours

Parameters	Measurement/Criteria	Result
IHG Human Rights Policy	All new staff have to sign this document	100% Compliance
Hotel Grievance Policy	All new staff have to sign this document	100% Compliance
Dubai Protection Service	Hiring of security Manager	100% Compliance
Dubai Civil Defence	Training of Staff	100% Compliance
Code of Conduct for Employees	All Staff have been trained	100% Compliance
Ethical Behaviour Policy		
Sexual Harassment	0 Staff terminated	100% Compliance
Misappropriation of IHG Rewards Points	0 Staff terminated	100% Compliance
Staff Harassment	1 Terminated (HOD)	100% Compliance
Cash Shortage	1 Staff terminated	100% Compliance
Staff drinking on duty	0 Staff terminated	100% Compliance

Our belief is that a strong moral system should go hand in hand with responsible business so the company's mission is upheld. We commit to support protection of our employees respecting their rights, providing a safe and healthy work environment, allowing growth and promoting diversity through our core values and culture 'Way of Life'.

Analysis of our workforce GenderMix

Employees	Men	Women
Management	69%	31%
Full time (work min. 30 hours per week)	197%	32%
Internships	0	0
Total number of employees	204	38

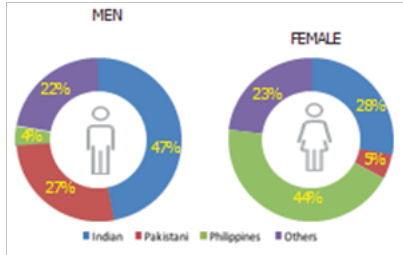


Our management team consisting of 13 employees is represented by 6 females which accounts for 46% of the total. However this trend in gender equality does not follow through in lower rungs as besides the Philippines, other countries do not promote the female gender to take employment abroad.

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Nationality Mix



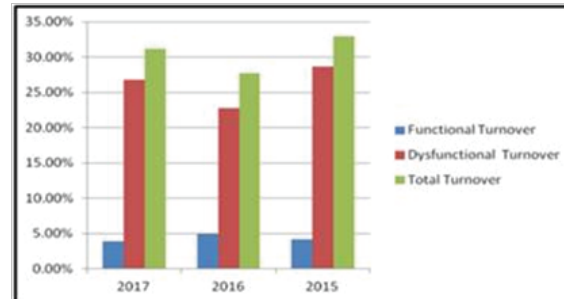
Training on sustainability

Topics for sustainability	Hours per Training	Employees Trained
Department Induction/Orientation	1hr	63
Disability & Sign Language Training	4hrs	14
Waste Management & Recycling	1hr	58
Basic Food hygiene (Dubai Municipality Authentication)	7hrs	70
Basic Food Hygiene Refresher	2 hours	39
HACCP Awareness/Introduction/ Hand washing	30 minutes	261

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

	2017	2016	2015
Functional Turnover	3.90%	4.90%	4.20%
Dysfunctional Turnover	26.80%	22.80%	28.70%
Total Turnover	31.20%	27.70%	33.00%



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.



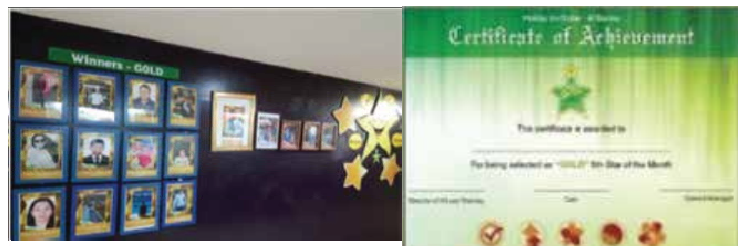
The 5th Star

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”.





Team Participation : International Sports Day



Diwali Celebration with non Hindu colleagues

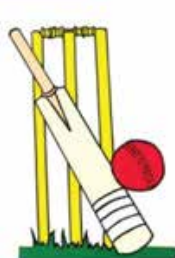


HR recognizing staff birthday by giving cake



Annual Hotel Run

Inter Hotels Cricket match May 2017



A World of Learning and Development

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.

All our employees when commencing their job go through a mandatory, initial extensive 3 day orientation – followed by periodic refresher sessions on an understanding of our Vision, Mission and Core Values which become the guiding principle for becoming part of the Holiday Inn –Dubai family.

We realise that many colleagues are keen learners and grow fast and we always encourage them and give other opportunities for interdepartmental cross training through dedicated programs.

Open applications are encouraged, so team members are given a chance to develop their skills and are motivated to plan personal career growth, within and placed externally in bigger properties on our recommendations after following the set process.

Our success relies on a multicultural unique mix of 30 or more nationalities team, professional, well trained and dedicated colleagues. It is our people, who make the difference and provide genuinely caring service to our guests, and why our guests keep returning to HIAB. **An Organisation with Feelings**

It is our management priority to empower team members, giving them space to develop, giving credit where it is due, rather than leading through “one-up-man ship” tactics. Recently implemented in our leadership training is the topic “Emotional Intelligence” as a must to become good leaders.

This lesson teaches that feelings (moods and emotions) play a central role in the leadership process. and how emotional intelligence contributes to effective leadership by focusing on five essential elements of leader effectiveness: development of collective goals and objectives; instilling in others an appreciation of the importance of work activities; generating and maintaining enthusiasm, confidence, optimism, cooperation, and trust; encouraging flexibility in decision making and change; and establishing and maintaining a meaningful identity for an organization.

Accordingly the following steps are followed

Department Focus to identify opportunities:

- Identify department trends and needs Review strategy, challenges, opportunities Prioritize goals, work, projects .
- Determine factors affecting workforce planning

Workforce Analysis:

- Identify vacant critical job roles for discussion and planning
- Review knowledge/skills/attributes needed
- Determine employee population for review
- Gather demographic information

Talent Review:

- Identify readiness and potential for future assignments or positions
- Review possible succession plans
- Determine strengths and development needs of employees
- Review development assignments for on-the-job learning

Development Planning: Identify relevant training and education programs
Explore formal and informal mentoring initiatives Plan and conduct development discussions



Hold follow-up sessions to review outcomes of development discussions, assignments, and learning plans

Give cross-training opportunities so upward growth occurs “The benefits of promoting from within”.

We do not want to lose our prize employees to the competition and our Human Resources department ensures that trainings are not in vain, as we earmark individuals to be promoted, by seeing their passion and help to sharpen their skills in promoting them to higher vacant positions. Our statements for leading effectively is highly empowered by our CEO’s mantra “Your success is my success” as we successfully make efforts to groom our followers and find avenues for growth, within and even in other hotels. Our success of talent management is through a winning process:

- Starts with recruitment of people with passion rather than skills
- Compensation and benefits Induction / orientation Staff engagement Listening environment
- Career progression - Talent planning

Use of Professional Tools - My Learning

IHG recommends special programs to its franchisees. One such tool “My Learning” tool is put to good use as it ensure that employees whether under training or in responsible positions are monitored, evaluated and assessed through several diagnostics that encourage the individual to strive better.

Skills Enhancement Program (SEP)

Further an in-house program authored by the CEO is put to very good use for all our Management and mid-Management level colleagues. It has been specially designed and implemented so leadership can assess personal shortcomings and through self-realisation of performance look for development avenues that are advised. This allows individual growth helped on many instances by the company, so acumen is matched to their position. If the individual has not improved in a set time, a choice is given to step down from the position.

A special committee designated from the Heads of Department called the EXCOM meet on a regular basis to ensure that the above mantra on employee development and satisfaction is met.

Healthy Body, Healthy Mind

Colleagues being our number one focus and indeed a priority for the hotel and its management team have several activities to support “healthy body, healthy mind” and are able to take advantage of initiatives in place and ongoing since the opening.

- English for Hospitality Professionals (Elementary)
- English for Hospitality Professionals (Intermediate)
- Arabic Classes, Yoga Classes, Swimming Classes
- Cooking Classes



- Step-Up Program (a three month opportunity to get trained in the department of their choice)
- Treasure Hunt: A 2 km walk through the local park competing against teams and collecting items to support Green Environment
- Non Smoking Campaign: Awareness and counselling sessions, in six months 14 smokers converted to non-smokers
- Awareness of different cultures and lessons in tolerance are given through special organized trips to Mosques, Churches and Temples
- Special occasion trips to malls, parks and the Global Village
- Annual sports day
- Free Medical checks in diabetes, blood pressure



In upholding SDG 3 – Good Health and Well –Being we have a collaboration with medical centres

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!"



Training through Human Formations



Celebrate Service



Welcoming our colleagues



Celebrate Service is a joint effort between IHG and management of each hotel, taking place on the 2nd week of June every year. This event was created as a way of recognizing hard work and dedication of employees who work at IHG's managed and franchised properties around the world.

Celebrate Service" Week, as the name denotes, is essentially to acknowledge and appreciate workers, enhance team morale and help better service being accorded to guests, which makes HIAB the most sought-after name in the hospitality industry.

It also gives an opportunity for all colleagues to unite as one family and build lasting relationships. This is the industry's largest recognition program of front line teams that looks to acknowledge that the success of any hotel, brand or Hotel Company is built on the quality of service that front line teams deliver.

Celebrate service" week 2017 started with members of the staff being welcomed by the management team, greeting the first bus arrivals at crack of dawn with cold towels, a welcome drink and a handshake, THANKING the colleagues for their service.



Night Shift Staff Earlt Breakfast with Management

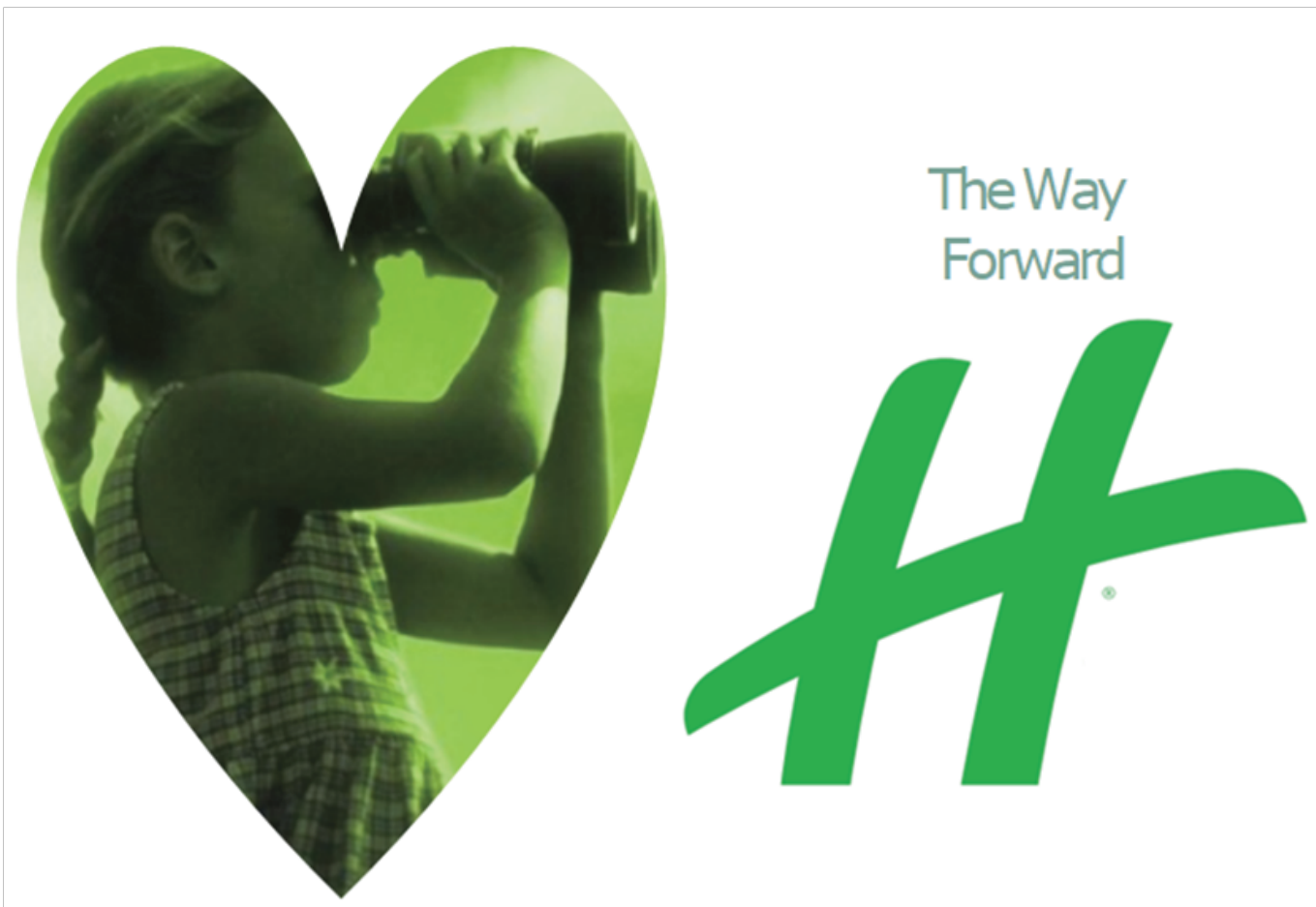
Employee Feedback

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

Sustainability forms an integral part of our business and evolves constantly to meet the requirements of our guests, employees and key stakeholders. We focus in monitoring and analysing our processes so we can improve our systems and upgrade the quality of our services. In this Sustainability Report 2016 we have followed the structure of the Global Reporting Initiative (GRI) and we abided to the 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 2018

Areas	Targets and Objectives
Business	
UNGC Communication on Progress (COP)	Develop our 3 rd COP report according to our UNGC commitments
Sustainable Development Goals (SDGs)	Map our current strategy, programs and goals to the SDGs and implement and practice 10 out of the 17 SDGs
Guest experience	Maintain "Heartbeat" rating above 80%
Brand	Improve our visibility as Green hotel (eg listed as a "Green Hotel", under the Green emirates portal)
Society	
Holiday Inn - Loves You Campaign	To enable sustaining 50,000 hungry children in the world
Environment	
IHG Green Engage	Achieve 3 of 4 levels of Green Engage action items
Water	Reduce water consumption by 4%
Carbon footprint	Reduce carbon footprint by 4%
People	
Employee engagement	Increase the number of employees that participate and contribute to the initiatives of "Way of Life"
Health and safety	Zero accidents
Leadership	100% compliance with company on management approach and leadership
Employee retention	Maintain staff turnover below



Sustainable Development Goals. We Support:



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 2017, through our registered body ‘Loves You Campaign’, staff efforts HIAB has managed to feed 401,863, 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 the departments, ensuring hiring is equivocal, salaries and benefits are equal as per grading of job/designation/positions with equal treatment for both male and female
- › CEO participates with seminars such as with Becky Anderson at Dubai Business Women Council, part of Dubai Chamber of Commerce



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Our CEO gives inspirational talks on empowerment of women through leadership at external bodies 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 From our library



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 Center
- Dubai Municipality (DM)
- abc Foundation
- Islamic Affairs and Charitable Activities
- Dubai Cares





Kenyan Proverb in English

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



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