

RESPONSIBLE  
BUSINESS

PEOPLE  
PLACES  
PLANET

## DOING BUSINESS RESPONSIBLY

“Our aim is to embed Code compliant governance that positively impacts our sustainability.”

**KEVIN MCAULIFFE,**  
NON-EXECUTIVE DEPUTY CHAIRMAN



OUR PLACES



OUR PEOPLE



OUR PLANET

### Creating value: Our people, Our places and Our planet

Operating with an understanding of how intangible sources of value are developed, nurtured and sustained is increasingly relevant to our performance and impact on the world around us. As a business, our intangible sources of value include **our people**: our team, our guests and the identity of our brand to them, our stakeholders and the relationships we have with each; **our places**: our properties and the communities that our properties call home and **our planet** which provides for our every need.

These assets are critical to our long-term growth and development as well as to our impact on the world around us.

Our Responsible Business programme, charts the path to our investment in our people, places and planet.

We as a Company continue, with each year, to improve our focus and reach of our investment into our people, places and planet and have spent much of our 2019 focus on building our Responsible Business growth plan for 2020 and beyond. This report addresses who we are, a review of our 2019 activities and a summary of our approach to the next phase of our journey.

### Our values

A sound understanding of our Company values is at the centre of ensuring our team members are engaged and equipped to steer us toward achieving our objectives.

The framework for these values is set by our Board, while the day-to-day integration of our values sits with our Executive Leadership Team.

Our Board and leadership culture is to foster an environment of: trust, respect, teamwork, enthusiasm, commitment and care. In turn, our team members are supported and encouraged to work responsibly and to act with integrity, transparency and accountability. These values ensure our approach to Responsible Business remains relevant in our day-to-day operations.

### Our Responsible Business Programme

Our Responsible Business programme has been embraced by the team members that drive our operations at all levels. This organic growth has guided energetic and exciting change in our identity as an employer and fostered a belief that with a more focused approach we can create the powerful change for our communities. In recognition of our team members' support for a robust and focused Responsible Business programme, our Executive Leadership Team with the support of our Board, encouraged the formal structuring of a team to lead our sustainability, governance, compliance and company ethics activities.

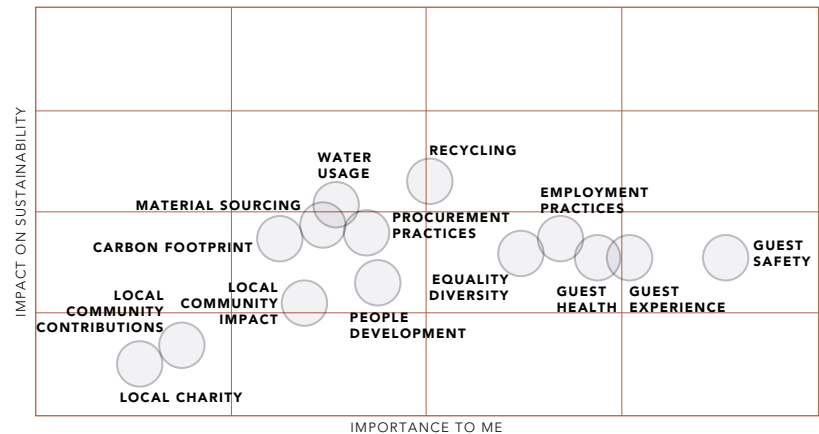


For more on this see our Places Section on page 86

## DOING BUSINESS RESPONSIBLY



### MATERIALITY MAP



### A REVIEW OF 2019

#### Cross-industry efforts

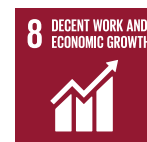
As with 2018, we continued to support the International Tourism Partnership (ITP), UKHospitality, and Koninklijke Horeca Nederland. We welcome the opportunity these memberships bring for furthering our learning, allowing us to attend stakeholder member meetings, share knowledge and support industry initiatives relating to sustainability, human rights and well-being initiatives. These alliances are particularly helpful to ensure we can make a positive contribution to wider societal issues such as modern slavery, human rights and climate change. Together with others in the hospitality and real estate fields, collaboration can lead to change.

### Understanding the views of our stakeholders

The Company undertook a comprehensive survey of our stakeholders to identify the most important social, environmental and well-being issues to them. This materiality assessment asked what our key stakeholders viewed as important to them and what was most impactful on global sustainability. This assessment surveyed more than 4,000 guests, team members and partners. The outcome was then reviewed in consideration of the International Tourism Partnership industry-wide mapping analysis of social, ethical and environmental matters to form a scatterplot of key issues which our Responsible Business programme considered as primary focus areas for 2019. See the materiality assessment scatterplot (above). This materiality assessment continues to guide our specific initiatives which we now identify in terms of the UN Sustainability Goals below.

### SUSTAINABLE DEVELOPMENT GOALS

We have restructured our Responsible Business programme to align our effort and activities with the UN Sustainable Development Goals (SDGs). Whilst we were able to relate our activities to most of the 17 SDGs, there were five in particular which were most closely aligned with our purpose and values. These five goals have been reviewed and approved by our Board.





## OUR PEOPLE

### OUR GOALS:

1. Linking development to learning
2. Attract and retain talent
3. Increase diversity in the workplace

### SUSTAINABLE DEVELOPMENT GOALS:



We are proud to have been recognised for our work in learning and development:

#### TALENT DEVELOPMENT TEAM OF THE YEAR 2019

Institute of Hospitality Awards 2019

#### EXCELLENCE IN PROMOTING CAREERS AWARD

HR in Hospitality Awards 2019

#### BEST HOUSEKEEPING TEAM INITIATIVE

Springboard Awards for Excellence 2019

### Our People

**Our team:** ensuring our team members are engaged and feel valued; where our culture which fosters honesty, integrity, accountability; with every team member having access to opportunities for growth and long-term career progression.

**Our guests:** ensuring our guests are offered a service that lends itself to creating valuable memories, instilling a brand identity around guests feeling welcome, valued and positively surprised and where they love the energy, providing safe and secure properties and services that offer opportunities for health & well-being and welcome families, meeting delegates and guests staying with us for business or leisure purposes alike.

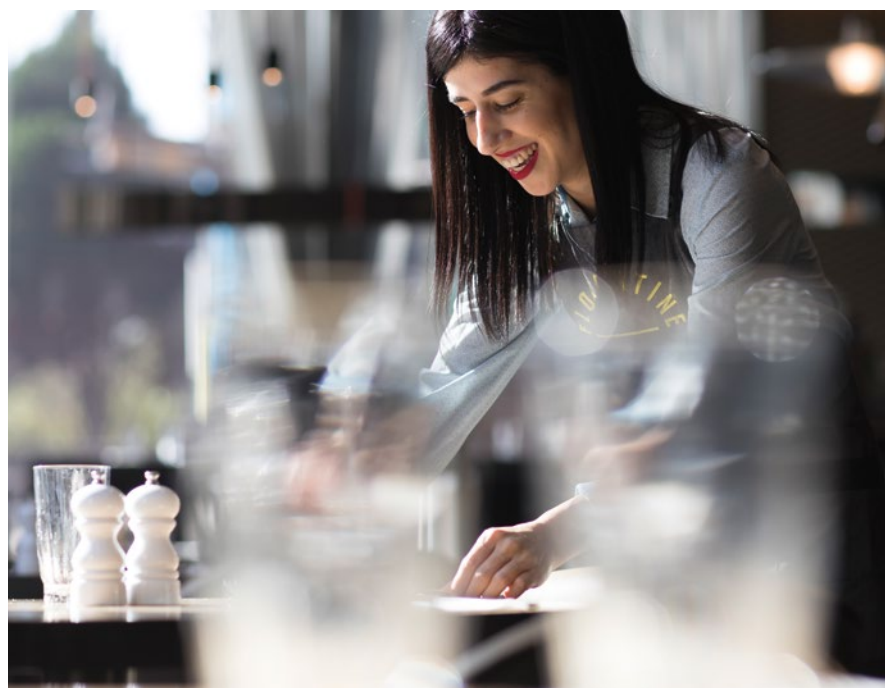
**Our stakeholders:** ensuring well nurtured relationships with our key stakeholders that emphasise fair and mutually beneficial terms.

The Group employs a diverse workforce across the UK, the Netherlands, Germany, Hungary and Croatia, and we are committed to creating a great place to work for all 4,700 of our team members.

As an international organisation, we are proud that we have team members from over 50 different nationalities. With such a diverse workforce, it is important that the Group has a strong unifying company culture and leadership that inspires our team members to share our passion to perform. For more information on diversity, see our governance section on page 102.

Our ethos is that with the right attitude, anyone can succeed, and therefore when we recruit we look for individuals who reflect our team member behaviour. Our blueprint 'We Are Creators' supports us to effectively recruit team members and build links with the education sector, local authorities and charities.

One way in which we do this is through our PPHE Career Festivals and Hospitality Showcases, held throughout the year in the UK and the Netherlands. The purpose of these events is to reach out to our local community and partners, as well as filling entry level and managerial roles in key areas of the business. In 2019, 170 people were hired on the day at our Careers Festivals.



## OUR PEOPLE CONTINUED

All new team members attend our mandatory 'Feeling Welcome' induction programme, ensuring that new starters understand our culture, values and their role in delivering inspirational guest experiences. We then develop our team members personally and professionally by providing them with skills, knowledge and the opportunity to grow. We take this seriously and have worked hard to put together award-winning talent and learning programmes.

### Developing talent

Our team members are critical to the success of our business. Recruiting and inspiring talent is vital for our business's continued success, as well as the personal success of each of our team members. As such, supporting and encouraging team members to develop and grow their careers within the business is a priority for us.

### PPHE Apprenticeship Academy

With talent development and opportunities for long term careers as a key focus for the Group, we created PPHE Apprenticeship Academy the UK, designed in partnership with a number of apprenticeship providers.

We identified opportunities for current teams and prospective new talent to further advance their professional development through an Apprenticeship Academy in the UK, focusing on key critical areas of the business: Chefs, Maintenance, HR, Housekeeping, Finance and Hospitality Management. During 2019, 22 apprentices successfully completed the programmes and all of them remain employed by PPHE in the UK. We have had 98 apprentices in the business since launching our Academy, 45 of which onboarded in 2019 and will continue to recruit in 2020.



In Croatia, Arena Hospitality Group continues to offer scholarships to high school students from the School of Tourism, Catering and Trade. The team members train, guest lecture and mentor students, including adults seeking qualifications, and give practical, on the job training for approximately 55 students annually studying to be chefs, waiters, pastry chefs and receptionists. We are also working closely with the Agency for Rural Development of Istria to provide cooking workshops during spring and autumn term.

### you:niversityplus

In 2019 we redesigned our award winning you:niversityplus Student Placement Programme to support the development of young, new leadership talent within the hospitality industry. We have created what we believe to be the most progressive student placement programme within the hospitality industry, in accordance with the Springboard INSPIRE kite mark. In 2019, 24 participants in the UK and the Netherlands completed the programme successfully and a further 34 have enrolled for our next cycle of training in 2020.

### you:niversitynext

you:niversitynext is our fast track 24-month management development programme designed to create managers for the future. The bespoke programme has been crafted into a learning curriculum specifically designed to support our graduate's development, implemented on a rotational basis across a number of operational departments and support functions in carefully chosen hotels.

The programme was first piloted in the UK in 2017, and with continued success, was rolled out to the Netherlands team in 2018. This year, we continued to grow the programme. At the end of the two-year programme, positions are offered to all participants. With this in mind, our entry numbers are deliberately low, but increasing year-on-year.

**2017 intake** – four graduates in the UK

**2018 intake** – five graduates in the UK and two in the Netherlands

**2019 intake** – six graduates in the UK and four in the Netherlands

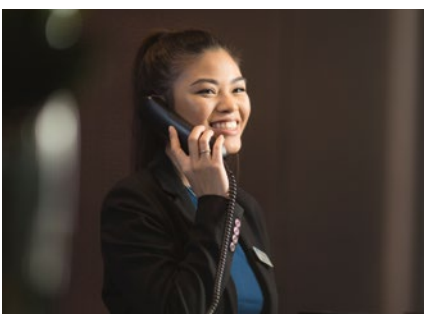
**2020 intake** – seven graduates in the UK and four in the Netherlands

In Croatia, we have collaborated with a local university, offering our expertise as guest lecturers and sponsoring a student scholarship. Our first student will soon be employed under a one-year contract and offered training in order to prepare her to be a future leader.

👁 See page 106 for more on our [whistleblowing hotline](#).

### Health of our team members

Embedding a long-term and positive culture to mental and physical health across the organisation is important to us. We want to promote a mentally healthy environment, stopping preventable issues and allowing people to thrive and become more productive.



We are expanding the role we play in making health and wellbeing accessible for our team members. Within the UK region, team members have volunteered for Mental Health First Aiders training with 34 taking part in the training in 2019. We encourage all of our team members to take part in internal events to promote health and well-being. In 2019, teams across the UK took part in World Mental Health Day and Mental Health Awareness Week. Team members participated in yoga sessions, and held activities that opened up conversations around well-being, confidence and mental health.

### Healthy options for our guests

As a Company we have a part to play to offer our guests attractive healthy options when they are away from home, whether it's healthier eating or access to a space for exercise.

At **Carsten's**, in Amsterdam, our concept chef has been undertaking 'know what you eat' workshops to raise awareness to children of what they are eating and where their food comes from. Since August, we have undertaken three workshops in which over 60 children have participated.

At **106 Baker Street** in London we are proud to have received the 'Healthier Catering Commitment' for London Gold Award from the City of Westminster.

At **Primo bar** in Park Plaza Westminster Bridge London, following a successful trial, the team has now added low alcohol drinks options.

As well as the quality of our foods, we are also focusing on providing sustainable offerings. Park Plaza County Hall London, recently piloted a meat free lunch with their Meeting and Event guests, which was well received and will be included in the new 2020 menus.

We continue to innovate on how we can introduce healthy, well-balanced items on our menus in ways that delight and inspire our guests. Simple gestures like providing local running and cycling routes, offering bike rentals in many of our Dutch hotels and increasing our offering of fruit and fresh juice based drinks across our properties has been well received by guests. We intend to build on these simple successes to create a more balanced offering to guests that offers healthy options in an enjoyable and exciting way.

Park Plaza Vondelpark, Amsterdam



### Safety and security

The safety, security and wellbeing of our guests and team members remains our priority at all times. As a priority, it is embedded into our culture and business practices, this being top tier led and team member driven.

All of our UK hotels inspected by Local Food Standards Authorities have been awarded a 5 Star score rating.

All hotels and properties in the UK, the Netherlands, Hungary and Germany have in place a Crisis Plan with specific planning and contingency arrangements included. The plan is tested both internally and externally and taught to all hotel management and Heads of Department on a regular basis, in order to ensure that all are fully aware and competent in their role and responsibilities in the event of any crisis incident in the property or near vicinity.

Each hotel has rigorous safety measures in place including emergency evacuation plans. Measures include sprinkler systems, smoke detectors, CCTV, team training and refresher training as well as ongoing full hotel evacuation training.

We take the privacy of our guests seriously. We take the most stringent actions to ensure we maintain quality data privacy standards without compromising our service levels. To do so, the Company

undertakes regular audits and tests of compliance processes. We have a system in place to identify when we deviate from the prescribed procedures of processing data, either by using technology or by self-reporting to one of our hotlines.

### Improving guest experience and building for the future

Our real estate programme provides a unique opportunity to incorporate sustainable business elements and to build in the attributes that reflect guest feedback, social and environmental considerations and modernise our offering to guests.

At our recent Park Plaza Vondelpark, Amsterdam repositioning, we aimed to bring the outside in to promote guest and team well-being, which included 300m<sup>2</sup> of plants, trees and flowers inside the hotel.

In 2019, we invested £190,000 in additional energy efficient technology to improve the running of our hotels.



## OUR PLACES

### OUR GOALS:

1. Increasing our charity initiatives and volunteering
2. Contributions and investments with our local community
3. Engagement with our local community

### SUSTAINABLE DEVELOPMENT GOALS:



#### 2019: Engaging and supporting the local communities that our properties call home.

The Group is committed to supporting and making a positive contribution to the communities in which we develop, own and operate hotels, resorts and campsites, restaurants, bars and spas.

As well as supporting central corporate charities, each of our hotels operates its own unique community activities throughout the year. They do this in a number of ways including fundraising, volunteering and in-kind giving.

At a hotel level, we support a variety of charities in our local communities. This includes helping disadvantaged children and their families, elderly people, homelessness, and promoting arts and culture.

Although our combined activities continue to make positive local level impacts, we have identified a need for better reporting of our inputs, outputs and impacts. In 2020, we have committed to developing a strategic community plan aligning to our core business purpose. In the fourth quarter of 2019 we also signed up to the London Benchmarking Group in order to effectively report on our community activities in 2020.

“I grew up in South London and did what most guys my age do, got into trouble, didn’t fulfil my potential and missed opportunities. I was quite immature and carefree with my lifestyle and attitude, which led me into serious trouble. Park Plaza Hotels looked past my circumstances and saw my potential and enthusiasm and gave me a chance. For that I’m really grateful for. I had been in contact with Lambeth Working, who supported me to get back into work and find a company who would give me a chance”

**MICHAEL**  
CHEF APPRENTICE

#### Working in our local communities 2019 Review

Employing team members who live near our properties is not only good business sense, but supports our objective to be part of our local communities. In 2019, we worked with over 60 local partners, including charities, community groups and social enterprises.

Not only are we committed to providing work opportunities for our local communities, we are also an advocate for empowering everyone, no matter what their background, to reach their full potential. We aim to support disadvantage and underprivileged people into careers. In 2019, we continued to work with charities and organisations to support people back into work.

This year in the UK we recruited five team members from The Clink and six team members from Action on Disability. We also support and employ team members through The Passage, Galvin’s Chance, the Prince’s Trust, Springboard and House of St Barnabas. In Croatia, we continued our partnership with the EduTurizam project together with the Institute for Labour Market Development to provide hospitality skills for unemployed individuals.

#### Local food and culture

Local gastronomy is an important part of the culture, heritage, and customs of our destinations. Not only is cuisine an increasingly important motive for travel, but also a key element in evaluating the overall experience and guest’s satisfaction.

In Croatia, Arena Hospitality Group has created a programme called ‘days of local cuisine’, which enables our guests to enjoy traditional Croatian dishes and experience national costume, as well as promote local cultural and artistic organisations through the procurement of local food and crafts.

The quality and offering of food we serve to our customers is important and many of our restaurants source local produce direct from markets, and menus are being developed to give more choice to vegans, vegetarians and other diets. Where we have roof space, some of our hotels have taken to growing their own – producing fresh herbs, spices and vegetables. Park Plaza London Waterloo, has welcomed 150,000 bees onto their roof, and their honey is now a key ingredient in our menus.

This year, we launched Carsten’s Restaurant at Park Plaza Victoria Amsterdam with Dutch celebrity chef Maik Kuijpers. The concept of the restaurant is on local quality, appreciating seasonal menus and the quality of the local food heritage and culture with the ethos that food is at its best from around the corner.

#### 2019 Communities initiatives led by our hotel teams

As part of our 2019 Communities programme, we asked our team members to chart our path by selecting local causes and activities to support their causes. A selection of our team members’ initiatives within our local communities are set out on page 87.

**Our 2020 Communities programme**

To ensure we invest clearly and with purpose, the Company expanded our Responsible Business team this year. An in-house team was created, consisting of at least one team member from all leadership levels within the Company.

The team’s progress will be reported to the Board, with individual Directors making themselves available to advise and take an active role in our Responsible Business initiatives. To implement our Responsible Business initiatives, the Company further pledged the funding for each property across all five regions, to appoint a Responsible Business Ambassador from within the workforce, who will spend a set number of hours per month reviewing local communities activities, arranging for

opportunities to engage and support local causes and keep record of the hotel’s efforts.

The formal structuring of the team has allowed the Company to manage consistency and efficiency in embedding its core values and improve the overall reporting of our responsible business activities across our portfolio.

**Art in our communities**

Sharing art is a simple way for us to welcome people into our property and make art accessible to all. In 2019, we continued our tradition of displaying art in public areas across our hotels with the creation of the Verudela Art Park in Pula.

The new park behind Ambrela Beach in was designed by local architects, who created a base for an installation of the ambient sculptures. The sculptural installations,

underline the idea of mobility and travel, as well as clouds as synonyms and symbols of modern tourism. Seven local artists were selected for the realisation of this demanding and valuable project and the project debuted in June 2019.

The planning of the art park ensured a pedestrian approach from all directions to provide free and welcoming access. Names of the world oceans and seas will be printed along the cor-ten steel line which exists at the highest elevation of the park, as symbols of the location, but also the theme of the park – travels.

The 2020 aim is to focus the energetic support of our team members in their local communities initiatives and structure our efforts across the Responsible Business programme to ensure our values are embedded across our business.

Team members from across the Group also organised fundraising activities to celebrate the month which raised €6,000 for the World Childhood Foundation.

**HRK 75,000 WAS DONATED TO THE GENERAL HOSPITAL IN PULA**

**PARK PLAZA BERLIN KUDDAM PREPARED 70 (HEALTHY) CHILDREN’S LUNCH BOXES**

**CLOTHING DONATIONS** 

PARK PLAZA VICTORIA AMSTERDAM SUPPORTS YOUNG DESIGNERS (LICHTING, AMSTERDAM FASHION WEEK & HTNK)

**SUPPORTING NOTTINGHAM CHILDREN’S HOSPITAL**



**BAKE & CAKE SALES**

**YEARLY UPGRADE OF THE GARDEN AT ELDERLY HOME VONDELSTEDE**

PARK PLAZA AMSTERDAM AIRPORT DONATING 30 LITRES OF FRESHLY MADE SOUP TO ITS SOUPBUS IN AMSTERDAM



**PARK PLAZA LONDON WATERLOO ‘WRAP UP LONDON’ DONATE COATS AND DRESSING GOWNS TO OUR LOCAL CHARITY**

PARK PLAZA UTRECHT SUPPORTING THE HOMELESS WITH DONATIONS OF FURNITURE AND BED LINEN

**ARENA HOSPITALITY GROUP WITH UNICEF PROGRAMME ‘FOR A STRONGER FAMILY’ HELPS TO ENSURE BETTER LIVING CONDITIONS AND A BETTER FUTURE FOR VULNERABLE CHILDREN.**



**HOTEL FOR BEES**

Bees play a critical role in healthy ecosystems and through their pollination, they are essential for food production. Sadly in recent years, changes in our environment have meant that bees are significantly declining in numbers.

This year, Park Plaza London Waterloo partnered with Dr. Luke Dixon – an expert in rooftop beekeeping and a member of the British Beekeepers Association – to create a safe haven atop its fourth floor, giving the bees an opportunity to form colonies and produce local honey, leaving the bees with ample honey to thrive. London’s mild climate and wide range of food has provided a welcome environment and our rooftop is now home to 150,000 honey bees.

Fresh honey collected is used in the menu of our all day dining restaurant, Florentine, where 10% of the sales go to the Bee Friendly Trust charity.



## OUR PLANET

### OUR GOALS:

1. Reduce carbon footprint
2. Reduce water usage
3. Reduce waste and recycle more
4. Increase the use of ethically sourced and eco-friendly materials

### SUSTAINABLE DEVELOPMENT GOALS:



### 2019: Investing in the wider climate and doing more to ensure we protect the planet which sources our every supply.

The sustainability of our operations is externally certified and our hotels in the UK and the Netherlands are certified under Green Key, Green Globe, Green Tourism and Travellife memberships. All of these certifications are recognised by the Global Sustainable Tourism Council (GSTC).

#### Waste reduction

We have committed to accelerate our waste reduction efforts. In 2019, we formed a Waste Strategy Steering Group to identify key priorities and to make holistic and faster decisions to reduce our waste.

Across the Group, we are changing the way our procurement system operates and this will have a huge impact on the waste reduction of our operations. In 2019, we undertook a Group-wide procurement review, the results of which will target opportunities to reduce our waste, including hidden packaging, and reduce our carbon footprint by consolidating supply chains and considering food miles, purchasing seasonal produce and ethical animal products.

### UK, Netherlands and Germany kWh & tCO<sub>2</sub>e

Emission Type	Current Reporting Year 2019 (kWh)	Current Reporting Year 2019 (tCO <sub>2</sub> e)	Comparison Reporting Year 2018 (kWh)	Comparison Reporting Year 2018 (tCO <sub>2</sub> e)
Scope 1 (Gas)	33,651,402	6,187	34,122,450	6,277
Scope 1 (Transport)	152,427	37	154,164	38
Scope 2 (Electricity)	38,056,460	9,727	37,103,110	10,503
<b>Total</b>	<b>71,860,288</b>	<b>15,951</b>	<b>71,379,724</b>	<b>16,818</b>

Wherever possible we try to limit our waste and in 2019, following a rebrand of our linen in the UK, all useable linen, including 775 sheets, 890 duvets, 1,920 bath sheets, 870 hand towels and 625 pillow cases, was donated to eight local charities. Items that were not useable were recycled.

Whilst we are reviewing our single-use plastics use, we have undertaken a successful trial with Clean Conscience, a UK charity that re-purposes and redistributes waste toiletries and linen to those most in need. We have already implemented this programme in two of our hotels, and have committed for all of our managed UK hotels to join this programme in 2020.

#### Energy and emissions

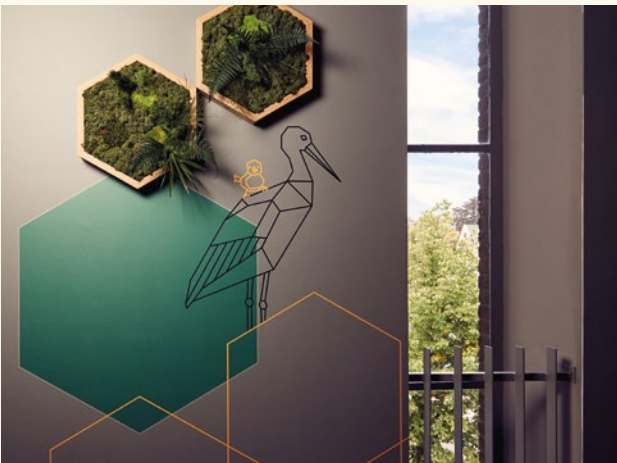
Most of our energy consumption comes from the heating and cooling of our hotels. It is important for us to monitor our energy consumption through our online energy-monitoring system in order to identify areas for short- and long-term improvement, as well as maximise energy efficiency through our control systems.

We continually invest in technology to reduce our carbon footprint, whether it's automatic control systems and occupancy sensors that go into energy-saving mode when a guest leaves their room, or electric vehicle charging stations in our car parks. In 2019, PPHE installed 'Green Point', an energy efficient room control system, into 1,600 rooms in the UK and 300 rooms in the Netherlands in order to further improve the energy efficiency in our hotels.

One of our key successes is our 'Save tomorrow, today' programme, where we actively engage our guests in reducing their impact on the environment through the reduction of water, electricity and cleaning materials used in our properties.

In the second quarter of 2019, we introduced carbon neutral meetings and event spaces for our guests. With Radisson, we are working with First Climate, one of the largest carbon offsetting organisations in the world, to offset our carbon footprint for every meeting space. This is a service that is totally free to our meeting space customers. For every meeting or event held at Park Plaza hotel or art'otel, the carbon footprint of the meeting space and services is offset. In the past eight months, we have offset 780 tons of CO<sub>2</sub>. All offset projects are VCS or Gold Standard certified.

The table above summarises our kWh and tCO<sub>2</sub>e for our properties in the UK, the Netherlands and Germany. The figures are calculated based on all the sites' gas and power usage along with the car fleet/grey fleet mileage (employees claiming miles) using the government approved CO<sub>2</sub> emission factors. The data shows an increase in kWh but reduction of CO<sub>2</sub> for electricity between 2018 and 2019 which is due to a decrease in the carbon emission factor from using more renewable sources of generation.



## HOTEL WITH A GARDEN

With our recent Park Plaza Vondelpark, Amsterdam repositioning we aimed to incorporate nature in the hotel to promote guest and team wellbeing, create a destination for local community and encourage wildlife. Working with an independent landscape designer local to Amsterdam, we created a 300m<sup>2</sup> garden with a pond. We also brought many flowers and plants inside as part of the interior. The garden provides a good shelter for animals and insects and the pond is an ecological system with its own biodiversity of plants, animals and insects. From the very beginning, the project had the local flora and fauna in mind.

The trees, shrubs, plants and bushes chosen were a combination of both cultivated and native to the region. The eco balance was carefully thought through so the garden would not need regular maintenance with the flora existing in harmony. Thus the nature is left to her own devices with minimal human intrusion and minimal disturbance to the wildlife.

A big percentage of the garden at Park Plaza Vondelpark, is also used as plant borders. The borders have a high density of plants, preventing the ground from drying out quickly acting as a natural water management system for dry summers.

## Water conservation

In 2019, we continued to invest in water efficient technology and encouraged guests to consider the environment and save water through our towel and linen reuse programme. We have also committed to installing water-softening systems in our hotel rooms with the purpose of reducing lime scale, decreasing the use of cleaning chemicals into the water system, and improving the quality of water.

In order to improve water conservation, we have committed to install a remote water monitoring system in all of our UK hotels in 2020. The meters will provide real-time water consumption data directly to our online monitoring tool and will allow us to monitor our usage and report our progress in the future.

We care about the world around us and have taken measures to protect our beaches and oceans. Arena Hospitality Group was recently awarded a Blue Flag Gold plaque for 15 years of ongoing activities to promote sustainability in the tourism sector, through environmental education, environmental protection and other sustainable development practices.

## Planning and building

During the planning and contracting phase of our art'otel london hoxton we have considered the sustainability of our buildings from the start, targeting for BREEAM assessment 'excellent'.

Our recent refurbishments are built with the latest water and energy efficient fittings and a robust design that ensures our assets are built to last. Where appropriate, we source responsible and low environmental impact materials, upcycling or donating to charity or local community group, and reducing our waste.

The Strategic Report was approved by the Leadership Team and will be reviewed regularly for materiality and signed on its behalf by Boris Ivesha.

**BORIS IVESHA**  
PRESIDENT &  
CHIEF EXECUTIVE OFFICER