

We are always looking for new ways to create value, which requires regular engagement with our stakeholders to learn what matters to them and being innovative in the way we operate to ensure stakeholder views are integrated into our operations and vision.

**STAKEHOLDER  
ENGAGEMENT**

**TEAM  
MEMBERS**

**GUESTS**

**INVESTORS**

**LOCAL  
COMMUNITIES**

**AFFILIATES**

**SUPPLIERS**

These charts identify our key stakeholder groups and sets out how both the Company and the Board engage with them.

## Team members

### Why they matter to us

Our team members create and deliver our guest experiences, ensuring that guests' expectations are fully met. We continuously invest in training and development to maintain our talent pipeline, and the pool of future leaders that will shape our tomorrow and ensure the continued success of our Company.

### Type of engagement

- Elected a Non-Executive Director as the Board representative charged with ensuring active and regular engagement and understanding of team member concerns
- Regular events and town hall meetings
- Refreshed Company Code of Conduct for release in 2020, ensuring Company values are supported and clearly communicated
- Increased opportunities and activities where Non-Executive Directors collaborate directly with team members in formal and informal settings
- Board investing resources into our Responsible Business programme in response to team member support for our Responsible Business efforts
- Annual Engagement Survey completed by more than 3,400 team members
- Developed Company blueprint, our programme to instil the Company purpose into everything we do
- Group-wide series of events to launch the blueprint
- Direct involvement of our team members into design and layout of our new Corporate Office in Amsterdam, creating enthusiasm and collaboration
- Team socials, including lunches, family holiday party, annual team member party, summer socials and more

### What matters to them

- Feeling valued for their work and skill set
- Being rewarded for their work and dedication
- Opportunities for career progressions and internal promotions
- Developing their own skills and experience through training and learning
- Open conversation about work environment, benefits and opportunities
- Opportunities to engage in Responsible Business initiatives and support social and community causes through their work
- Being a part of an engaging, positive culture
- Feeling welcome, secure and part of a culture of respect and collaboration
- Knowing that their concerns are communicated, heard and considered with care from the Leadership Team at the hotel, at the corporate level and by the Board.

### How the Board engages:

With our roots as a family business, workforce engagement and open communication have long been strengths for the Company. The Company genuinely values the voices of its workforce. Engagement between all levels is a necessity to our successful operations, not an afterthought to meet a target.

What has changed over time, in particular, with the adoption of the Code, is our tracking and accounting for our workforce engagement. This year saw a significant development in our accounting of workforce engagement between the Board and the workforce. As per the suggestions of the Code, we appointed a designated director, our Deputy Chairman Kevin McAuliffe, to ensure that the views of the workforce were considered by the Board. In response to workforce feedback, the Board focused on: improving the ease of reading of our culture and Company values policies; expanding our Responsible Business programme to allow increased opportunities to participate in community causes as well as environmental initiatives and assessed the existing workforce remuneration policies against the annual team member engagement survey and industry benchmarks, and enhanced the executive succession planning programme while also utilising the talent pipeline to fill senior leadership positions in the corporate offices and 307 positions within the hotels. For further details on how the views of the workforce have been considered by the Board and Executive Leadership, see page 99 and 100, for details on the expansion of our Responsible Business programme, see pages 83 and 84 on workforce engagement.

## Guests

### Why they matter to us

We put guests at the heart of everything we do. We strive to delight our guests every day and are passionate about creating and delivering unique hospitality experiences in vibrant destinations, whether guests, are staying at one of our properties or simply visiting our many restaurants, bars or other facilities. We aim to create valuable memories for our guests, because it is a central value of our Company and drives immediate value to our operations in the form of revenue, loyalty, reviews and feedback and increasing brand recognition and brand value.

### Type of engagement

- Collection and review of c.50,000 guest surveys, in addition to c.105,000 guest reviews on the main travel and review websites
- New multi-brand website and loyalty and bookings app
- Created dedicated Customer Service team specifically to engage with guests and gather insights on our products and services from guest reviews and posts on social media
- Reviewed our Leadership Training Programme to further integrate our culture of service into everything we do
- Board updates of guest trends and reception of newly repositioned properties
- Real-time feedback from guests through social media
- Engagement through social media contests
- Roll-out new visual identity for Park Plaza® branded hotels, aligning the brand's identity with the successful repositioning programme across our portfolio
- Guests and network engagement to steer the path on new concepts, including organising focus groups consisting of guests to, for example, develop new room concepts
- Further improvements of key guest experiences such as breakfast, executive lounges, premium rooms and accessible rooms, with a view of introducing improved offerings in 2020
- Overnight stays for Board Directors, in multiple properties to engage with team members and guests
- Collaboration discussion with the Board on the results of guest surveys to discuss areas of growth and improvement, in addition to regular Board and Committee meeting discussions where guest feedback is reported and discussed by the Board

### What matters to them

- Offering recognisable and consistent standards across our diverse portfolio; yet tailored to each brand with local flair
- Providing unique experiences which guests will remember and may share with their personal or professional network
- Personalisation of guests' stay and engaging service
- Ease of making or adjusting reservations
- Giving access to diverse portfolio for loyalty redemption
- Providing access to customer support if and where required through multiple communication channels

### How the Board engages:

Our ethos is to create unique experiences for our guests by delighting them every day with stylish venues, as well as operational and service excellence. To achieve this ethos, engagement with guests is critical. One highly effective engagement tool is our daily monitoring of online review scores and responding to reviews by adjusting operational actions and replying directly to guests' online reviews. Our operations team review guest feedback weekly, if not daily, during their operational meetings and our Board reviews overall scores and individual hotel scores regularly, especially when considering the operations of the hotels, the success of our repositioning strategy and our overall ability to achieve our purpose as a Company.

The opinion of our guests was a cornerstone during our recent renovation and repositioning projects at three key hotels. Consequently, the Guest Rating Score for Park Plaza Vondelpark went up 6.4 points from 83.7% before reopening in May 2019, to 90.1% following the reopening till the end of 2019. Holmes Hotel London, following the repositioning project, went up 7 points from 85.1% at the beginning of 2019, to 92.1% at the end of the year. Park Plaza Utrecht, which has just started seeing the benefits of renovation, went up 8.2 points from 78.3% at the end of the first half of 2019, to 86.5% for the final quarter of 2019.

Engaging with our guests by listening to and implementing their feedback has led to an increase in our reputation score (as measured using our ReviewPro Guest Rating Score tools) of 0.7 point to 88% in 2019 at the end of 2019. These results show that our effort to incorporate guest feedback into our repositioning programme and our day-to-day service offering have proven successful.

## Investors

### Why they matter to us

Building long-term relationships with supportive high quality investors who understand and support our vision is essential for the future funding and continued growth of the business.

### Type of engagement

- Investor roadshows
- Annual General Meeting
- Meeting with five largest independent shareholders following the Annual General Meeting to discuss outcomes
- Deputy Chairman meetings with shareholders on request to discuss areas of interest and governance
- Attendance at investor and broker conferences
- Analyst meetings at the half- and full-year results in addition to regular analyst communications throughout the year
- Analyst and investor hotel site visits
- Publishing of Annual Report and Accounts and half year results announcements Stock Exchange announcements and press releases on corporate developments

### What matters to them

- Clear strategy for long-term growth
- Financial performance
- Sustainability and durability of the Company to withstand risks and unexpected change
- Governance and transparency
- Confidence in Company's leadership
- Predictability
- Environment, social and governance activities

### How the Board engages:

In recent years our shareholding has diversified, most notably when the Company achieved the free float required to qualify for the FTSE 250 index inclusion in June 2019. As our share register has evolved, we have and will continue to expand the frequency and ways we proactively engage with our investors. Members of the Board, including the Non-Executive Directors and the Deputy Chairman, meet with major shareholders to discuss and review the progress of the Company and to understand their issues and concerns, as well as to discuss governance and strategy. They are also expected to attend meetings if requested by major shareholders. This increased dialogue with a wider range of shareholders provides richer feedback, from which we can further enhance our transparency, corporate communications and focus on delivering what matters to our investors.

## Local Communities

### Why they matter to us

We engage with our local communities to understand how we can best make a valuable contribution. We understand that building lasting relationships with our local communities through proactive engagement fosters community growth and attraction to our destinations, increases asset values and builds opportunities for the neighbourhoods we call home, while also strengthening local neighbourhoods' resilience, which mitigates risks.

### Type of engagement

- Provide event space without charge for certain community events, including space for local graduations for Oasis, an NHS service providing mental health support for young people
- Support of local Business Improvement Districts ('BIDs') ensuring investment to attract visitors, improve local areas and understand community members
- Holding local job fairs, giving positive preference to local candidates: a recent job fair in December 2019 for our Lambeth properties created 81 offers of employment on the day
- Engagement in local business associations, including holding Board level membership seats, and ensuring the Company stays aware and supportive of local residents, initiatives and supports local regeneration and attraction of visitors
- Engage in hotel trade associations in all of our operating regions
- Work with local suppliers, such as the many local Dutch and Croatian food producers whose items are integrated and highlighted on menus in both regions

### What matters to them

- Providing local employment opportunities and employing local community members
- Attracting consumers to local businesses
- Being a good neighbour by respecting noise levels and use of shared resources
- Engaging local suppliers, using locally sourced products and highlighting local culture
- Improving business-to-business opportunities
- Attracting investment into communities

### How the Board engages:

We remain very active in local business associations across the communities where we operate. Time and support on groups such as London's Southbank Forum allow us opportunities to collaboratively engage with community business members throughout the year and hear from local residents on how we can add value to the local community by helping to build communities that benefit residents and businesses alike. We participate in all local BIDs in the UK where our hotels are in a designated BID area. To ensure we operate in a manner that is respectful to local residents, where deemed necessary all of our hotels have security personnel posted at the entrance of the hotel and patrolling around the area. In support of local culture, our concierges promote local attractions and artists, such as the Leake Street Arches in Lambeth, London, where street art is welcomed and showcase local art in our gallery space at the art'otel amsterdam which is accessible to visitors and guests to view. Our Responsible Business programme has been recently enhanced, at the direction of our Board of Directors, to take a greater focus on our community activities, ensuring that team members have an outlet to give back to their local communities through their work and that we as a Company support the communities which we call home.

🔗 For more on our Communities Engagement, see our [Our Places](#) section of the Responsible Business on page 86

## Affiliates

### Why they matter to us

We have an exclusive and perpetual licence with Radisson Hotel Group to operate its upper upscale Park Plaza brand in Europe, the Middle East and Africa, which complements our upper upscale lifestyle brand art’otel (which is also marketed through the Radisson Hotel Group). In Croatia, some of our properties utilise the locally targeted Arena Campsites and Arena Hotels & Apartments brands. Ensuring we fully utilise the benefits of the Park Plaza perpetual licence, we work closely with Radisson Hotel Group. Key benefits derived from this strategic partnership include brand recognition, technology infrastructure such as the central reservations system, websites and apps, as well as global buying power and the Radisson Rewards™ loyalty programme. Maintaining our mutually supportive and collaborative relationship supports our long-term strategy and stability as a business.

### Type of engagement

- Introduced, with Radisson Hotel Group, new brand standards for operational Park Plaza properties and technical standards for new properties, ensuring consistency of service and product for existing and future branded hotels
- Supporting Radisson Hotel Group Responsible Business initiatives including Radisson’s Community Action Month and Carbon Neutral meetings; in addition we have our own ‘Save Tomorrow, Today’ programme and Go Green (in our UK hotels)
- Close and active collaboration with Radisson Hotel Group to launch new multi-brand website and Radisson Rewards™ and bookings app, providing guests with easy to use booking platforms
- Radisson Rewards™ partnership with WeHotel (the loyalty programme of Jin Jiang, Radisson Hotel Group’s new owner)

### What matters to them

- Integration and participation in key commercial drivers and programmes such as radissonhotels.com, Radisson Rewards™ and the Radisson Meetings programme
- Alignment for the future direction of the Park Plaza brand in areas such as brand positioning, brand standards, technical standards, concepts, service culture and marketing
- Financial growth and expansion

### How the Board engages:

Ensuring that we have a mutually beneficial and fair relationship that allows both companies to succeed and grow our respective businesses is the primary driver of the relationship. We work together on matters that involve changes to the Park Plaza brand and technical standards and republished both manuals this year. Both parties support the art’otel brand, which is owned by PPHE Hotel Group and allow guests to earn and redeem Radisson Rewards™ at art’otel properties and book rooms through the Radisson website. Collaboration continues to prove valuable to the prospects and success of both companies.

## Suppliers

### Why they matter to us

Ensuring that we create close, collaborative and mutually beneficial relationships with key suppliers helps us to streamline processes, provide consistent standards across our properties, decrease unnecessary packaging, consolidate deliveries, better estimate overhead costs, mitigate risks of interruptions in the supply chain and increase savings in our purchasing.

### Type of engagement

- Our Board, Executive Leadership and management teams were able to sample a variety of our key guest products and partake in a food and beverage tasting of our UK food and beverage offering as part of our leadership summit in January 2019
- A comprehensive strategic review was carried out on our purchasing programme to increase efficiencies, decrease deliveries to support a reduction in traffic and wasted packaging and delivery costs, and maintain favourable quality, pricing and efficiencies
- Introduction of new Responsible Sourcing Policy, rolled out into our goods and services contracts in 2019
- Enhanced transparency in our communications with suppliers, contractors and partners by publishing our 2019 Modern Slavery Statement and Responsible Sourcing Policy

### What matters to them

- Fair and cooperative practices
- Predictable demand
- Mutually beneficial terms
- Commitment to consider responsible business practices in our ways of working

### How the Board engages:

We are keen to partner and collaborate with the best suppliers who can provide us with the products that both meet our brand standards and enhance our guest experience, while offering us competitive and fair sales terms. Our Board discussion on suppliers and products is enhanced by their time spent staying in our properties and engaging in our business from the guest perspective. We know stability and a mutually beneficial relationship with our suppliers will mitigate risks to our supply chain.

Creating a day where our Board, alongside all levels of management, were invited to sample a full range of food and beverage, and hear from our suppliers directly, created the opportunity for our Board to engage first-hand with the guest experience aspect of our curation and supplier selection process. This hands-on knowledge proves invaluable in helping all levels of management to better understand our sourcing, range of offerings and the guest-minded criteria that goes into sourcing and selecting our products.

It is important that all procurement decisions ensure that our properties get the goods and services they need to operate effectively, and on mutually beneficial terms, while ensuring that robust due diligence has been performed to ensure that any social and environmental issues are properly understood and addressed.

Across the Group, we review the way our procurement system operates and the impact we can make to reduce waste and the environmental impact of supplying our operations has on our local communities. During tendering, we consider the impact of products and how they are delivered. This includes 'hidden packaging', the packaging in which the products arrive, to ensure that packaging waste can be returned to the supplier, and packaging that we do use is limited to re-useable, recyclable or biodegradable waste only. We encourage all of our hotels to reduce the amount of waste they produce on site and this is achieved in many different ways.

In 2019, we undertook a Group-wide procurement review, changing the way we purchase all of our food and non-food products. We are nearing the final stages of tendering and aim to launch in 2020. The new system will target opportunities to reduce our waste and carbon footprint by consolidating supply chains as well as building in options to review food miles, purchase seasonal produce and ethical animal products.

In line with our Responsible and Ethical Sourcing Policy, our Responsible Sourcing Policy how we expect all our strategic partners and business suppliers to comply with all relevant legislation in the countries where we operate or in those countries where goods or services are sourced.

We see our implementation of a supply chain risk assessment and suppliers' due diligence process as key growth areas for 2020.