

## 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.

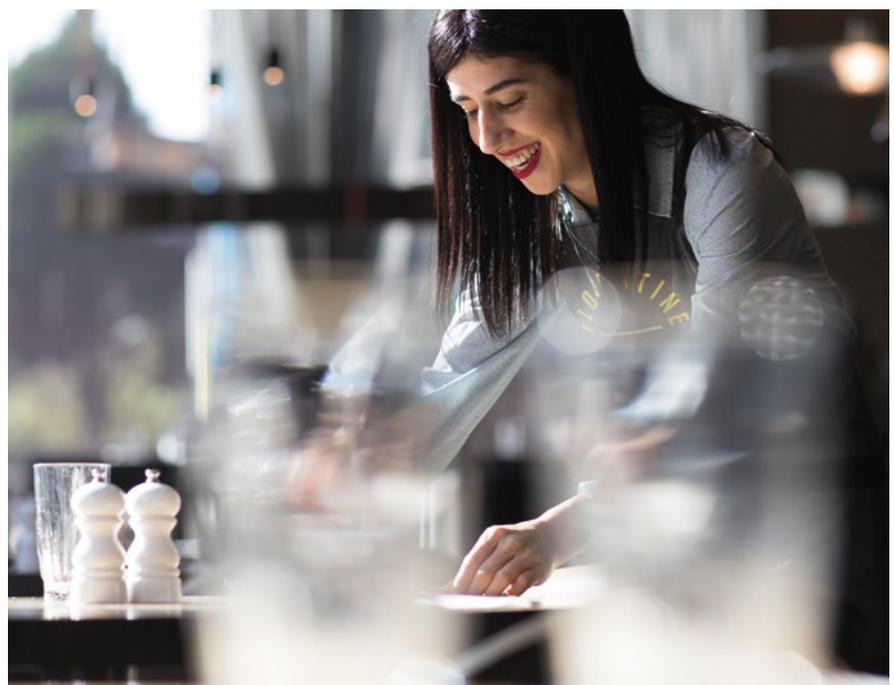
**Our stakeholders:** ensuring well nurtured relationships with our key stakeholders that emphasise fair and mutually beneficial terms.

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

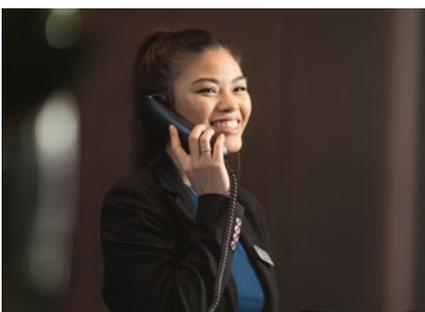
**2020 intake** – seven graduates in the UK and four in the Netherlands

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.