



Holiday Inn Dubai - Al Barsha

“Our Monetary Profit can only be defined
by putting People and Planet first”

Sustainability Report 2015



*“We must lead our world to a more sustainable future. Ending poverty, transforming lives, protecting the planet: **we all have a stake in achieving these urgent and universal goals.**”*

*United Nations Secretary General ,
H.E.Ban Ki-moon*

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MESSAGE FROM OUR CEO



Today, we believe Holiday Inn Dubai - Al Barsha (HIAB) is truly 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.

We support the ten principles of United Nation Global Compact 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 those principles within our sphere of influence. We commit to making the Global Compact and its principles central part of HIAB strategy, culture and day to day activities. We have undertaken the commitment to make a clear statement to our employees, supplier, partners, clients, the public and all our stakeholders aware of this commitment. We recognize that a key requirement for participation in the Global Compact is the annual submission of the Communication of Progress (COP) that describes our effort, progress and success in implementing the ten principles. We support public accountability and transparency, and therefore commit to continue reporting annually according to the Global Compact COP policy.

HIAB follows a strict regime of Kaizen, involving making changes and monitoring results, which has led to an increase in productivity and participation, and has helped to bring a positive work environment, to lay strong foundations in the workplace of social responsibility.

Our 2014 report announced selected key targets for 2015 as follows:

- To include a tracker for sustainability awareness in the colleagues “Training Passport”
- To become a registered member of UNGC (16th July 2015) and incorporate the 10 UNGC Principles in our business strategy
- To continue to invest in the development of our employees, via internal and external and internal trainings, including sustainability
- Dubai Tourism Commerce Marketing (DTCM) award for Best Waste Management Practices in a 4Star Hotel Category
- Certificate of appreciation from Government of Dubai and Dubai Municipality for adhering to grease trap cleaning and waste transport guidelines and caring for Emirates of Dubai’s environment and sewer infrastructure for year 2014/15
- Sending 11.05 metric tons of wood for recycling to Union Paper Mill instead of disposing as trash
- Generated funds in one year to feed 94,428 hungry children in the world with United Nations World Food Programme
- Participated in drives that enhanced staff's understanding of looking after the environment: Earth Hour, Clean up the World, Clean up the Emirates, Planting a Tree through Can Collection Campaign
- Developed 20 individuals with an intense English curriculum “English for Hospitality Professionals”, by virtue of our participation of the NGO “An Advent for Building human Capital (abc)” (see page 23)

HIAB is proud to declare that it achieved all targets as will unfold in this report. Furthermore our notable achievements for 2015 have been:

It is only possible to achieve such targets with a dedicated team. I am proud that our management team and indeed the flock they lead are not only dedicated to attaining a healthy bottom line, but give of themselves diligently and altruistically. They are not averse in giving of themselves whole heartedly, knowing that they are making a difference.

The management team also embarks on the journey of sustainability, knowing that everything is only possible if calculated risks are entailed. With so many nationalities working together, there is always a risk of being lost in translation and uptake on strategies not being taken seriously or resistance to changes of time-consuming processes that come with introduction of expensive equipment. Yet they are not deterred.

Further, there is always a risk that a calculated Return on Investment (ROI) in environmental safety projects - both short term and long term - that maybe required for sustainable processes may not be realised. Moreover there is always a risk of changes in government legislation for donation process and other sustainability drives.

Whilst we believe that HIAB is a forerunner as an SME in its understanding of Corporate Social Responsibility (CSR) and as it becomes an exemplar to other corporations in society, there are many opportunities that have not been capitalised. We need to empower even more of the workforce so they can spare time to understand environmental opportunities beneficial to the bottom line and we need to develop more leaders and increase the atmosphere of sustainability.

With our measurable achievements in sustainability of 2015, and with a dedicated workforce, we have jointly and confidently set targets for 2016 (page 46).

I believe as the CEO of this small organisation, by promoting an atmosphere of sustainability, we do not only provide a place for our colleagues to earn a keep, but we make it a ground from which developed youngsters who after their employ, return back to their homes refreshed, happy and with a renewed learning that no school or education can accord so they become ambassadors of sustainability and remain in service to society.

I believe, by continuing our efforts in maintaining a pro-active approach, in creating a culture upholding our strong core values, we are learning to be collectively accountable and helping to create a positive impact on future generations.

Indeed, I believe HIAB is a **“Hotel with a Heart”**

Roxana Jaffer, CEO

“Hotel with a Heart”



WELCOME TO OUR 2ND SUSTAINABILITY REPORT

Whilst Holiday Inn Dubai - Al Barsha (HIAB) is proud and happy to present its 2nd Sustainability report, it is proud also to announce it has been committed to sustainability from the outset, from when the doors opened eight years ago.

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.

Management of this small enterprise is by ensuring effective communication of our sustainability message is made to all stakeholders: 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 employees' passion to serve the guests with professionalism, care and comfort. Our employees feel valued and know we invest in their development and it shows!

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.



TOGETHER FOR
SUSTAINABILITY

ABOUT US

HIAB opened its doors in 2008 as an owner managed franchised hotel with a distinctive tag line “The 4Star hotel with a 5Star look” 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 310 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 are behind the numerous awards we have received the last years, including, the **“The Best Corporate and Business Hotel”** in the Middle East North Africa region for three consecutive years and **“The Quality of Excellence”** Award.

It is due to our strong family culture, business ethics, and service quality that HIAB enjoys great popularity as a corporate and leisure hotel since its opening in 2008.



AN INSPIRING VISION

To be the best 4Star Hotel in Dubai

Our vision, “To Be the best 4Star Hotel in Dubai” is an aspiring goal for all staff alike.



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.”

To achieve our vision, mission, and sustainable corporate goals we have set a number of targets and indicators at corporate and departmental level. Company direction and progress are communicated to the entire team through training, regular meetings 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 inspire, motivate and guide our team to deliver exceptional service so that guests return
- **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

UAE Flag: Human Formation by our people professing allegiance to our country



10 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”.

Social Management

- Community Involvement
- Strengthen Municipal Ties
- Philanthropy
- Help Global causes

Talent Sustainability

- Growth through Skills Enhancement Program
- Treat Diversity as Strength not a Weakness
- Provide complimentary English Learning at work

Value Chain and Business Impact

- Embedding Sustainability in all Business Activities
- Make all Stakeholders more Socially responsible
- Health and Safety Measures
- Uniform leadership style negating individualism
- Leading by example
- Practice good Corporate Governance
- Accountability

Environment Protection

- Carbon Footprint Reduction
- Energy Use Reduction
- Landfill Consciousness

Our 10 year sustainability priorities remain our strong focus, and are key to the way we operate and make decisions. These key, material issues are central to our Sustainability strategy and business, approach, but mainly to our system of ethics, culture and behaviours that we apply and promote. Our material issues 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. These key priorities, under our 4 key themes are compliant with the 10 UNGC Principles and form the material issues this report is focusing on.

GOVERNANCE AND LEADERSHIP

At HIAB we promote an open-door leadership policy which is practiced throughout by the management team. The CEO practices a unique style in leadership, expecting her team to do the same; leading by inculcating a heart of a servant. Under her leadership all directors and managers practice a uniform style and are taught through seminars to see the merits in the uniform style of leadership as driving consistent success in hospitality.

Leadership style practiced by all at HIAB, promotes specific attributes, like:

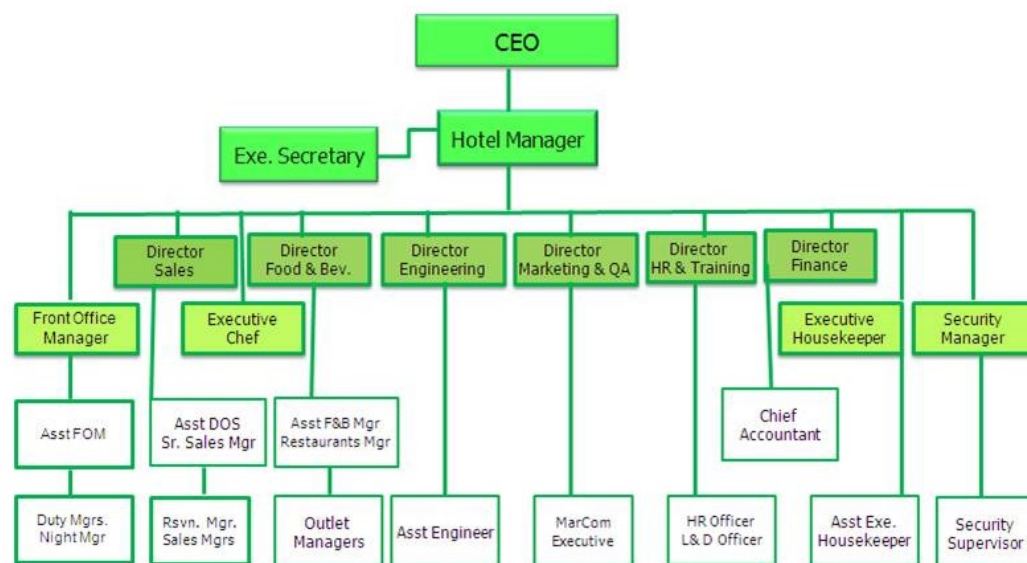
- Empower and develop others
- Be Humble
- Be Altruistic
- Lead with Agapao (Greek) - moral love to do the right thing
- Believe in the individual as worthy
- Develop a dyadic (two-way) relationship of Trust
- Be Accountable
- Be Authentic
- Accord interpersonal acceptance and stewardship
- Demonstrate a strong focus on sustainability and Social Responsibility

Human Formation:

Aim Higher



There is zero tolerance, when leaders undermine these necessary attributes and misuse their position and weaken the strong foundation of a family culture. In the past GM's have been dismissed when not complying and respecting the above principles.



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

LEADERSHIP

CSR Executive Board



Roxana Jaffer
CEO



Vincent D' Souza
Director Finance



Kezia Rocha
Director Marketing



Zamir Abassi
Director HR

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 it's members to be role-models for the Steering Committees (SC) the implementers of sustainable strategies that are inter-woven with day to day business norms - and which are:

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

Steering Committee



Caroline D' Souza
Security Manager



Soumya Mukherjee
Front Office Manager



Mukhtar Hussain
Director of Engineering

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.

Roles of the Chairpersons:

- Chair monthly meeting of respective SC and guide their seven members
- Coordinate gamut in respective areas
- Negotiate buy-in from CSR Board for future endeavors
- Plan for the future initiatives/ programs.
- Establish and monitor Terms of Reference (TOR) for SCs

Focus groups

Our 3 Chairpersons manage and lead 3 focus groups, each branded under a unique logo, with a separate mandate overseeing three different areas of sustainability:

The three registered, established focus groups are:

- Holiday Inn – Loves You Campaign
- Way of Life
- Green Engage

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.

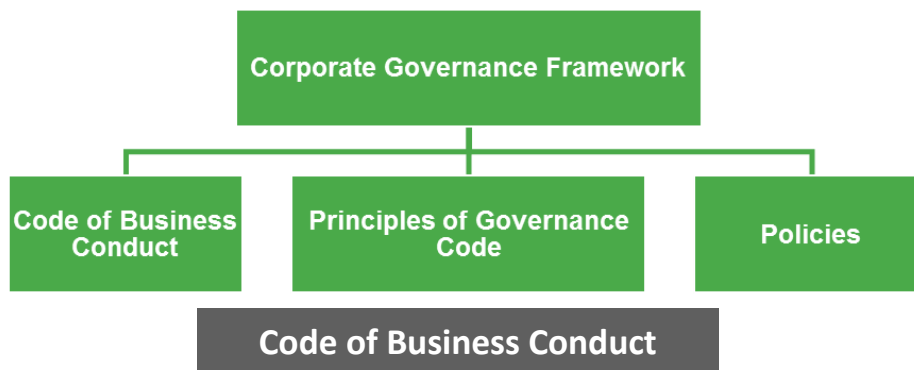


The Role of the “Way of Life” focus group is to develop a unified work culture, so that all 264 colleagues follow a remit of upholding a moral understanding of ethical values, tolerance, accepting diversity at the workplace, caring for nature, the environment and society, championed through core ideals titled “Show We Care”, “Celebrate Difference”, “Aim Higher”, “Work Better Together” and “Do the Right Thing”.



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 recycle, as an continual innovative sustainable process by helping the environment through energy saving methods and reduce carbon footprint for a better tomorrow.

GOVERNANCE



- 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 are involving 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, Renewable Energy.

Principles of Governance Code

- Transparency
- Fairness
- Accountability
- Responsibility

Policies

- Legal Ethics
- Code of Conduct
- Anti-Corruption
- Human Rights
- Grievance
- Guest Data Privacy
- Procurement
- Lost and Found Policy
- Information Security Policy
- Front Office
- Credit Card
- Accounting
- Social Media

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.

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.

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.

Fire life safety

Our internationally recognized IHG fire life safety standard goes beyond local authorities’ standard. We effectively manage risk following recommended best management practices that form the foundation of our risk management system.

Crisis Response Plan

Our Crisis Response Plan provides a systematic framework for the planning, mitigation, response, continuity and recovery for disruptive incidents which may impact the hotel, which include natural disasters, environmental accidents, technological mishaps, and man-made disasters.

The plan contains crisis-specific procedures with the following priority objectives:

- 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, Disabling guest evacuation training.

Protect Yourself and Our Guests Never leave guest room doors open or ajar!



Fire Safety

Steps are taken to prevent the probability of a fire. The safety of life overrides other considerations, such as saving property and extinguishing fire. Systems are in place to deal with this risk; fire evacuation drills, fire safety system check, inspections of the means of escape, maintenance of fire warning systems and fire-fighting equipment take place regularly. Employees are trained and regular training program is in place for basic fire prevention measures. In addition to training fire safety systems are checked and maintained according to the requirement of local authorities rules regulation and IHG fire life safety standard.

Health & 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 performing work for HIAB are given instruction and training necessary to enable the safe performance of work activities. Safety trainings are taking place frequently to maintain highest level of health and safety in the organization. Certain good practices are being maintained in the operation on day to day basis to maintain the health and safety aspects effectively.



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

The prime asset of hospitality industry is its brand. Great Brands depend on their reputation but good reputation takes years to build; once lost, reputation is very difficult to re-establish. One of the quickest ways for an organization to lose its reputation is to fail to manage its brand and service standard. Therefore leaders at all organizational levels should ensure that set standards are implemented effectively and validated through quality audit processes.

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.

During this year, converting the top floor of the hotel to a club floor with a dedicated lounge for guests was a strategic innovative move, never been experienced in a 4Star hotel. The lounge opened in January 2016 and has experienced guests being lured from 5Star hotels as they are attracted by value for their money, securing HIAB incremental revenue.



HIAB, being a small hotel, needs an innovative approach to support its very large voluntary commitment and achieve its goals. We know that corporate success is interdependent to social well-being socio-cultural performance and environment protection and we constantly strive to identify new ways, partnerships and small initiatives and long term programs to help us support our mission.

Social Media Page dedicated to Staff

All innovative ideas are shared on HIAB's social media (facebook), our hotel blog, newsletter or “Heart of the House” boards.



Our monthly staff get-togethers have become an ultimate innovation ground, where staff are encouraged to express themselves on special themes like “Recycle - Reduce – Reuse” and when useful objects are made from items that are trashed. A display depicting Burj Khalifa made from throw away bottles from guest room amenities sits proudly in the “Lounge@Barsha” made by colleagues of the Housekeeping department.

The 2015 Annual Staff Party had a theme of spreading peace and love in the universe, where different departments showcased their affirmation through innovative performances.

The way we promote a green culture is also innovative, as our “Green Initiative” Competitions are held to inculcate the importance of sustainability. Wining designs of drawing competitions for saving water or resources, for example, are then used as T-Shirt graffiti or birthday cards to enthuse the author.





Our key Stakeholders

KEY STAKEHOLDERS

To support our responsible business strategy, we take time to understand the needs of our stakeholders and engage regularly and actively with them. We do this through meetings, conferences and surveys, as well as through a range of strategic partnerships.

Since inception it has been our strategy to make internal and external stakeholders socially aware and responsible.

Guests & Corporate clients

We engage with our guests through our corporate and brand websites, through our loyalty programme; IHG® Rewards Club, and via our social media channels. They are informed of HIAB's sustainability commitments and are encouraged to participate in our social initiatives and support our causes.

Local communities

IHG can create a positive impact on a huge number of local communities. The jobs created and money spent by our guests, colleagues, partners and suppliers has a wide impact supporting local economies and communities.

Owners

HIAB is privately owned by a UK based businessman Mr. Bashir Nathoo who has appointed as CEO Mrs Roxana Jaffer. Shareholders can read about our Responsible Business approach in the dedicated sections of our Annual Report. In addition, regular meetings are held with institutional shareholders. IHG is a member of the FTSE4 Good Index.

The IHG Owners Association

We work closely with the IHG Owners Association to shape and implement our strategy. We engage formally with them through meetings and surveys as well as through our regional conferences.

Work Colleagues

We engage with colleagues through conferences, our intranet, internal engagement events and our in-house publications. All staff have been ingrained with an understanding of the 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.



We keep all stakeholders informed of the company's sustainable approach and adopt a strict code of conduct for business partnerships.

Academic institutions

Our CEO is a thought leader within the travel and tourism industry and we work with several leading academic institutions. Some examples are:



SRM University of Science and Technology in India for understanding of sustainability curriculum
American University of Dubai - Presenting papers like - "Modern Day Leadership and Influences by technology at Harvard College in Asia Program.

International Tourism Partnership

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 Show, Travel Markets and DTCM Green Tourism Award.

NGOs, Government and Community Organisations



IHG is a renowned global institution and HIAB as a franchisee and takes advantages of its partnerships.

IHG was the first hotel company to receive approval for LEED pre-certification for both existing and new hotels. In 2014 IHG launched a partnership with Green Globe and Green Key Global for third-party internal certification of the IHG Green Engage system.

HIAB participated in other drives with: Emirates Environment Group (EEG): "Clean up the Emirates", "Earth Hour", "Planting a Tree through Can Collection Campaign". Dubai Municipality "Clean up the World".

Further HIAB is a patron for "abcFoundation advent for building human capital".

Suppliers, vendors

Where possible, hotels are encouraged to source goods and services locally. Our suppliers and vendors are where possible are local and 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.

Suppliers are made aware of HIAB's sustainability commitments and are encouraged to actively participate in our social initiatives to support our causes.

Especially for vendors, our Selection Policy dictates that we practice due diligence in selecting vendors, suppliers and business associates. Contracted suppliers must follow the food hygiene and safety regulations of Dubai Municipality as laid down in HACCP (Hazard Analysis Critical Control Point) Manual.

"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 encourage stakeholders to commit to our strict social, governance and environmental standards

OUR GUESTS

Guest focus is central to HIAB and is embedded within the corporate management system and culture. Cleanness, 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.

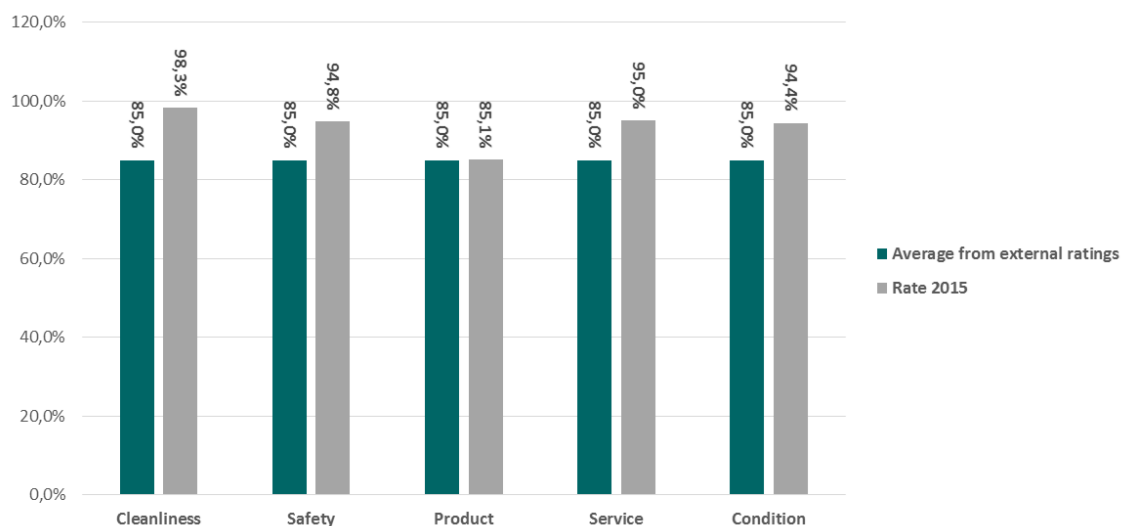
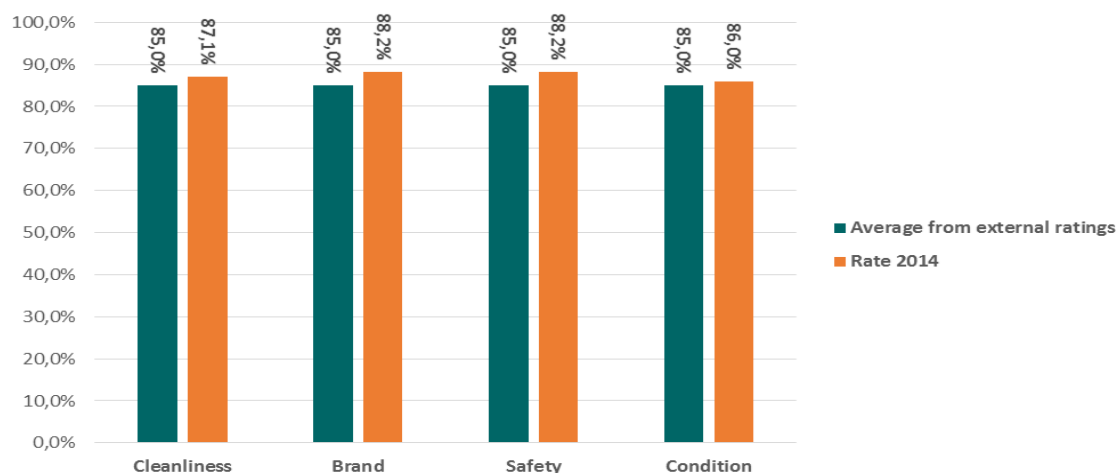
Our Guest Management strategy is founded on **"Great Hotel's Guest Love"**, IHG's slogan shared with the world. It is beyond a slogan, and indeed the true way in which we serve every guest who walks through our door.

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.

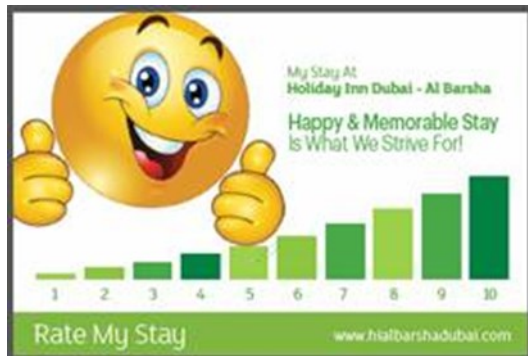
Stay Real

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 Behaviors" is handed over to the quoted staff member.



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”.

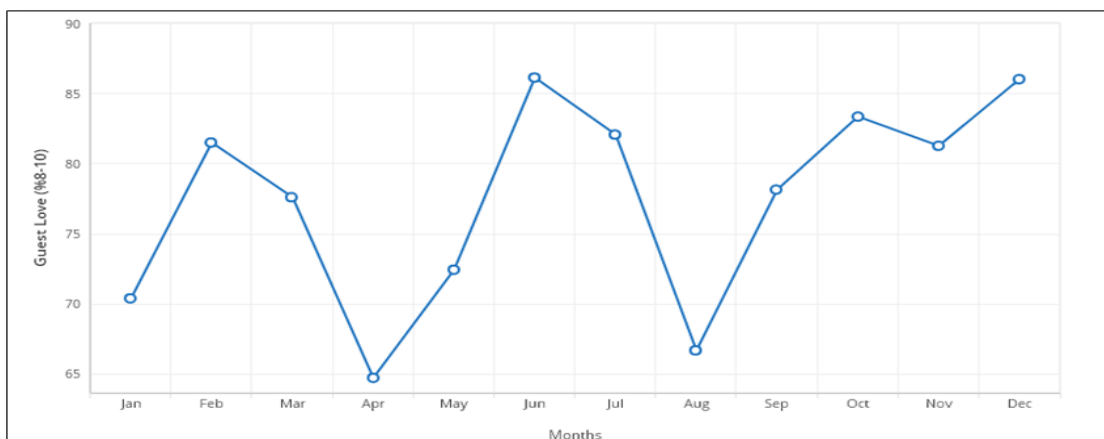


Procedures are also in place to regulate, manage, respond to feedback, which are regularly audited and reviewed. Key issues are recorded in a system termed “problem tracker” where necessary analysis and measures take place. Feedback and data are summarized to generate daily, monthly and yearly scores. 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 2015 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 2015 of 76.96%.



Additional tools, IHG intranet – “Social Listening Tool” “Revinate Dashboard” generates graphs that demonstrate how HIAB is rated the No 2 in Al Barsha, compared to competition.



Customer Satisfaction is #1 in our priorities



PARTNERSHIPS AND COLLABORATIONS

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



United Nations World Food Programme (UNWFP), the largest humanitarian agency fighting hunger worldwide. The partnership was consummated in Dec 2012 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.

HIAB is proud to announce that till the end of 2015 with efforts and endeavours of the staff the hotel has managed to raise funds and managed to feed **396,459 hungry children** in the world. Through UN World Food Program HIAB was able to feed the following numbers in 2015:

Nepal earthquake: 8,199 Pakistan Earthquake: 5,220 Syrian refugees: 66,000 (16,500 families) and rest of the world: 15,009.



HIAB is a patron for the Dubai Chapter of abc Foundation – “An advent for building human capital”. abc is an NGO with a mandate of training hospitality staff to become competent through its “English for Hospitality Professionals (EHP)” Program. The program is delivered by trained teachers to our employees (complimentary) and others externally (at a nominal charge).

Positive change in graduates of the EHP Program is apparent in their skills and confidence and their ability to climb up the career ladder, an enabler of growth, they are ready to move up on career ladder.



In July 2015 HIAB became a member of the United Nations Global Compact. We're committed to aligning our operations, culture and strategies with its ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.



HIAB abides to the Sustainable Development Goals (SDGs), aligning its business practices with 12 of 17 sustainability goals in helping to transform the world.

AWARDS AND RECOGNITIONS

Whilst HIAB is heralded as a winning hotel in quality and service standards, 2015 was a year that heralded acclaim from very unexpected quarters:



**Dubai Green Tourism Award -
“The Best Waste Management
Hotel” by virtue of Best Waste
Management Practices in 4 Star
Category.**



Certificate of appreciation from the Government of Dubai, Dubai Municipality for adhering to the “Grease trap cleaning and Waste transport” guidelines and caring for Emirates of Dubai’s environment and sewer infrastructure for year 2014/15.

The proof of the pudding on how our tag line is so strongly upheld is that within two years of opening, in Nov 2010, HIAB was accorded “The Quality Excellence Award” by the Intercontinental Hotels Group from 700 Hotels worldwide and Best 4Star Business/Corporate, Silver Award: MENA Travel Awards 2012, 2013 and 2014.

A great achievement for HIAB was to be quoted as one of the Five Best Employers in UAE. This recognition is given to hospitality industry every four years that excels in employee engagement in driving workforce performance which is illustrated through high customer satisfaction and low staff turnover.



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, when the CEO, inspired by a quote, “Life is not worth living unless lived for someone else” planted the seeds 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.



ENVIRONMENTAL RESPONSIBILITY

Green Engage

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

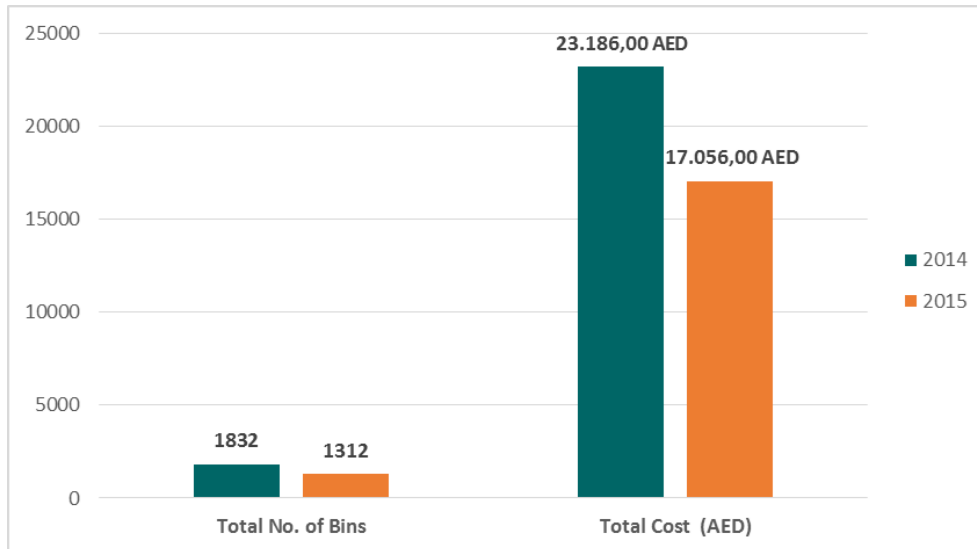
IHG Green Engage:

- 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.

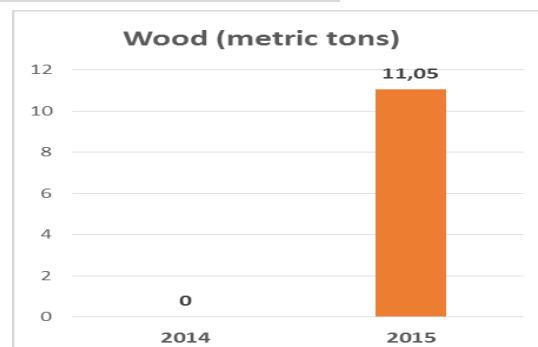
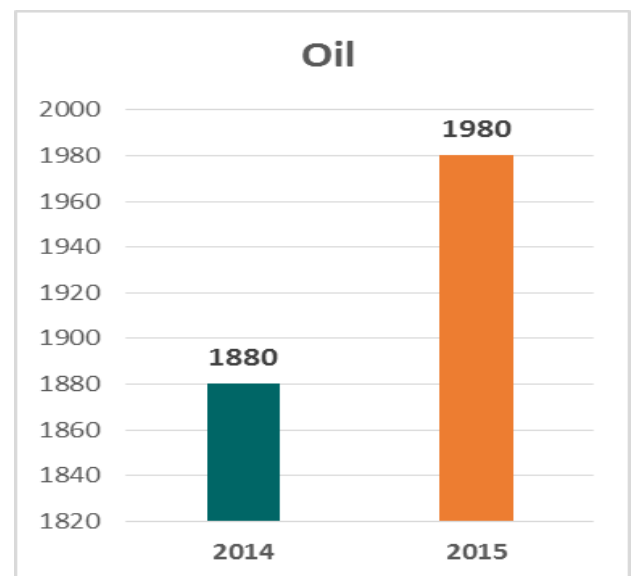
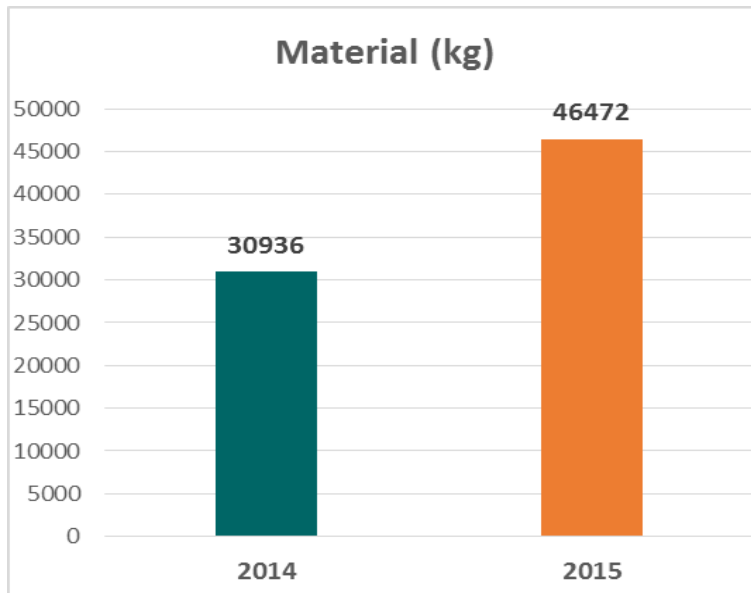
Waste Compactor & Bailing Machine results



Besides the quick return on the investment, implementation of a waste compactor and bailing machine has helped:

- Improve staff efficiency
- Increase productivity
- Improve sanitation
- Improve image
- Improve staff enthusiasm
- Improve customer service

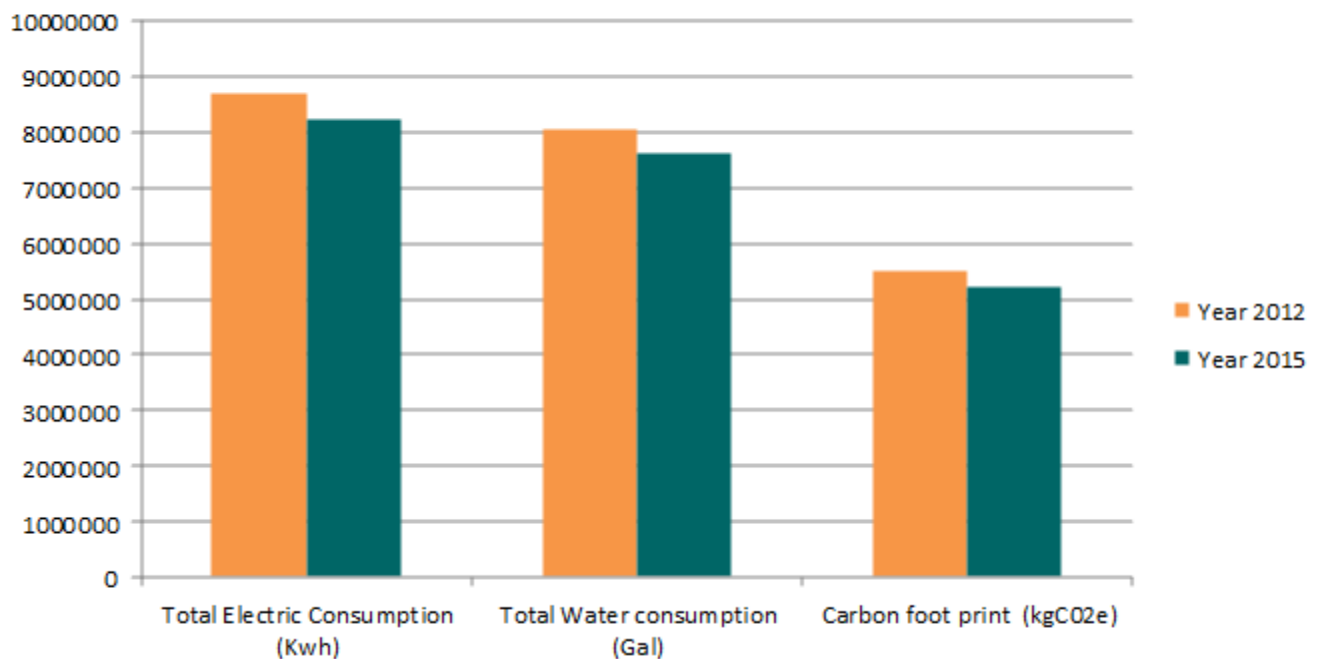
Recyclable Waste which includes Cardboards, Paper, Plastic, Cans & Glass



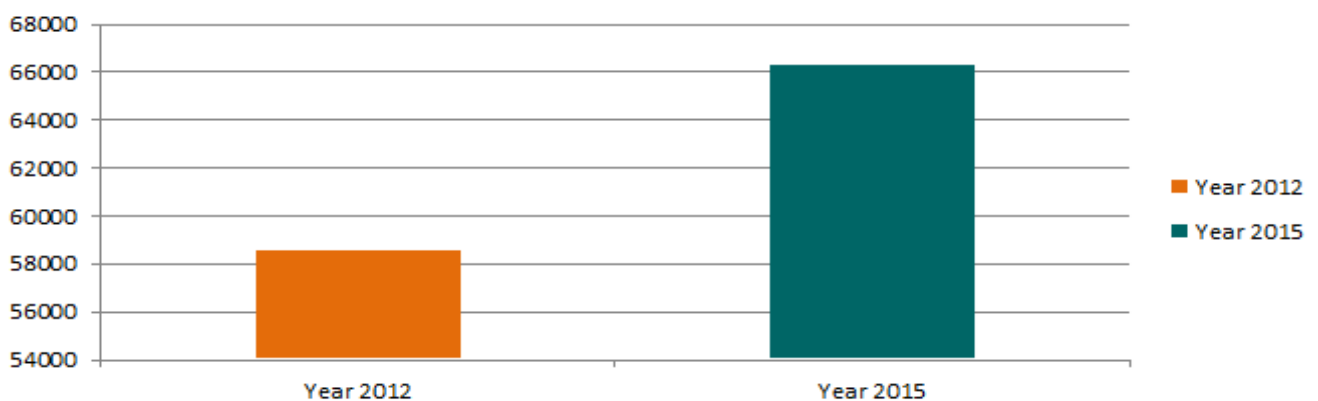
Recycling 2015: +135,7% compared to 2014



Environmental Performance: 2015 (Compared to base year 2012)



LPG (Ltr)



Total savings (Electricity + Water + Gas)= AED 212772

Compared to base year 2012

ENVIRONMENTAL PROGRAMS

We implement a number of initiatives which run efficiently by our team remitting “Green Values” and continual implementation of “4 Rs” of Sustainability: rethink, reduce, reuse and recycle.

We are aware that we can be impacted positively on resource depletion such as Waste, Energy, Water scarcity, Water pollution, Emissions, Biodiversity and Transport issues. We conduct environmental impact assessments for environmental initiatives. We implement a series of practices and procedures so that we can take pride in stating publicly our commitment to the prevention of environment.

Use of Eco friendly 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.

We also strive to use recycled items where possible, including corporate gifts bags and bags for delivering newspapers to guest rooms, which are made from jute an eco-friendly and recyclable material. Laundry pick-up bags are made of non-woven material and are eco-friendly.

An **intense Preventative Maintenance Plan** is in operation listing performance and maintenance procedures along with their frequency. This is carried out for each and every system and equipment, helping not only to reduce consumption and cost of utilities but increase safety for our guests.

Fresh Water Quality



To give clean and fresh drinking water to staff, we have invested in reverse osmosis water system technology which has been designed to tackle most of the water pollution problems. Through this system we always get fresh healthy water and not stored bottled water. This does not required physical efforts to handle heavy bottles and there is no risk of manual handling. The system is 100% chemical free and no need of preserving. The positive environmental Impact is great:

- Most bottled water is packaged in Polyethylene Terephthalate (PET) plastic bottles which are derived from crude oil. It can take up to 3 Ltr of water to produce 1 Ltr water bottle.
- Transportation of bottled water around the world required 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.

Energy consumption

HIAB has replaced entire car parking lighting system in its two basement floors from fluorescent tube light to LED which consume 4 times less energy. We expect a pay back return in less than a year.

Segregation of waste

Strategy for segregation of waste is super mount in HIAB's housekeeping and Food and Beverage management procedures.



HIAB participates in several local environmental initiatives. Our steering committee members attend Dubai Municipality Seminars and join hands for encouraging local initiatives. Initiatives like the No Smoking Day, Clean Up the World, Earth Hour have been a great training ground in increasing environmental awareness for our work colleagues.

We promote our management team to participate in forums with Dubai Electricity and Water Authority (DEWA) and Dubai of Tourism Commerce Marketing (DTCM) as ideas that are brainstormed and bear amazing fruit.

One initiative that was borne from such a forum was the “UAE Green Festival” where Recycled waste items were put to great use and served as learning for hotel guests as well.

SOCIAL RESPONSIBILITY

Holiday Inn - Dubai Loves You Campaign

The “Holiday Inn - Dubai **Loves You Campaign**” (HI-LUC) campaign was initiated in 2007 and is devoted to developing a self-contained civil society in the UAE. The campaign extends a helping hand also to the worldwide victims of ecological calamities, political and economic crises. Charitable programmes that fall under the HI-LUC include tea parties for children with special needs, Iftar for orphans and under privileged children, and various marathons.

HI-LUC 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 and ensuring that pledges are realised.

HI-LUC is unique in its appeal that all members of the staff, regardless of rank, color or creed, come together to achieve its objectives. The backdrop of Prophet Mohammed’s words “Life is only worth living if lived for someone else” helps to inculcate an ethos of giving, of putting another person before oneself that in turn reflects into service accorded to the guest that in turn helps to deliver the business objectives.



Feb 2009 - Valentine’s Tea Party for Children with Special Needs (Supporting Al Noor Training Centre)

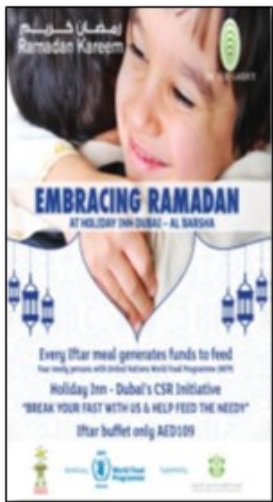


SOCIAL INITIATIVES

HIAB has several initiatives, partnerships and collaborations under its sustainability remit and focus group HI-LUC. A number of Initiatives run throughout 2015 have enabled us to collect a total of AED 94,428.



Since 2014, guest left-over soaps, instead of being discarded are being sent to “Sealed Air Diversey Care” for recycling to help improve lives of labourers. From Jan 2015 to Dec 2015 HIAB managed to donate 1433 standard soap bars (30gm each).



“Embracing Ramadan” has been a most successful drive running officially since 2010 – HIAB’s pledge to feed 4 hungry persons in the world from each Iftar bookings.

The roots of this drive was in Sep 2007 at pre-opening post HIAB’s when Labourers (not on HIAB’s employ) 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 Orphans and Under Privileged children and labours through their partnerships with “Action Care”, “Alnoor Training Centre” and “Adopt-a-Camp” .



During the years several companies have sent their personnel for Iftar during the Ramadan months, the highlight of this campaign was in June 2015 when “Citi Bank” partnered our cause, by sponsoring an Iftar for 320 low income earners when in turn according to the pledge HIAB sponsored 1280 hungry people in the world.



Used Goods Charity Bazaar

Friends of HIAB are invited to clear their homes of new and nearly new items, unwanted gifts, books and educational material and give to our organized bazaar team. They sift through the items, price them and sell them on 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.

Bazaars are held three times a year and give the HI-LUC team a purpose in helping to eradicate poverty in the world in furthering the mandate of UN World Food Programme.



Karaoke Nights

HIAB organises 3 evenings a year where work colleagues all get a chance to sell entry cards to their friends. HIAB provides a venue, free drinks and food. All revenue raised on door sales are aggregated to support planned program.



Bridge Tournaments for a Cause

Since 2012 HIAB has partnered Canadian Bridge (a local organization) to host Bridge Tournaments to raise awareness and funds for UN WFP to eradicate hunger in the world. In 2015 one such tournament was dedicated to raise funds to help disaster victims of the Nepal earthquake.

PARTNERSHIPS WITH REGISTERED CHARITIES IN UAE



HIAB is committed to its advocate for People With Disabilities (PWD) and hence has maintained support, since 2012 “Al Noor Training Centre for Children with Special Needs” by 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.

Accordingly we offer internships and employment for challenged students in our housekeeping department and awareness is created about the challenged and colleagues learn to appreciate their own faculties. Further it allows dignity and worth to the challenged individuals.

Mohamed Rafey diagnosed with Down Syndrome is a great example and has been in our employ since October 2012. Despite his disabilities, he proudly performs his tasks with excellence and commitment. His happiness is transmittable to our entire team members.

Dubai Cares

HIAB took part in Water Bucket Walk organised by Dubai Cares, this year, to demonstrate our commitment to raise awareness about scarcity of water around the world.



Learning on how it affects children who do not have access to clean drinking water, and who often must walk on average more than 6km a day to fetch drinking water has been a great learning for staff to save water at their accommodation and in turn to teach our guests.

The walk was designed to give people a fraction of the experience these children go through each day.

No funds were raised – but each participant was required to pay a token AED 30 as registration fee to take part in this event.

This is the cost to provide one child with clean water for a year.

ActionCare



The vision of the drive for the “Campaign that goes Beyond the Bottom Line” “It is all about giving back to the community, and in this instance bettering the life of the underprivileged children”.

HIAB pledged a Dollar per Iftar sold during the Holy Month of Ramadan to Action Care.

This organizing partner for the Campaign supports a number of educational development and aids project in early childhood development, women’s empowerment, youth leadership and vocational training in conjunction with Al Ishan Charity Center one of the campaign recipient’s. HIAB hosted 50 youngsters from these two organisations providing a slap up meal and entertainment by Dubai drums.



RESPONSIBILITY TOWARDS OUR PEOPLE

Way of Life @ HIAB

The promoting of the “Way of Life @ HIAB” culture is a remarkable approach to workplace responsibility.

Our mandate is to uphold social and human rights issues and to ensure HIAB’s value system is understood and adhered to permeate a single culture. This is our ongoing mission for our employees: to embrace and exude a unified winning culture that goes beyond age, status, origin or beliefs.

Under “Way of Life @ HIAB” we prescribe to strict core values:



These values aid to articulate the understanding of how to showcase morality and to be responsible.

“Way of Life” is a set of behaviors that defines how HIAB interacts with guests, colleagues and external stakeholders, was developed in 2008 and integrated into the business in 2009. HIAB’s team has embraced these behaviors with enthusiasm and creativity.

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:

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

OUR FRAMEWORK

Grievance Policy

We ensure a fair and just solution 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 and all our employees across the board are aware we operate a “zero tolerance” system.

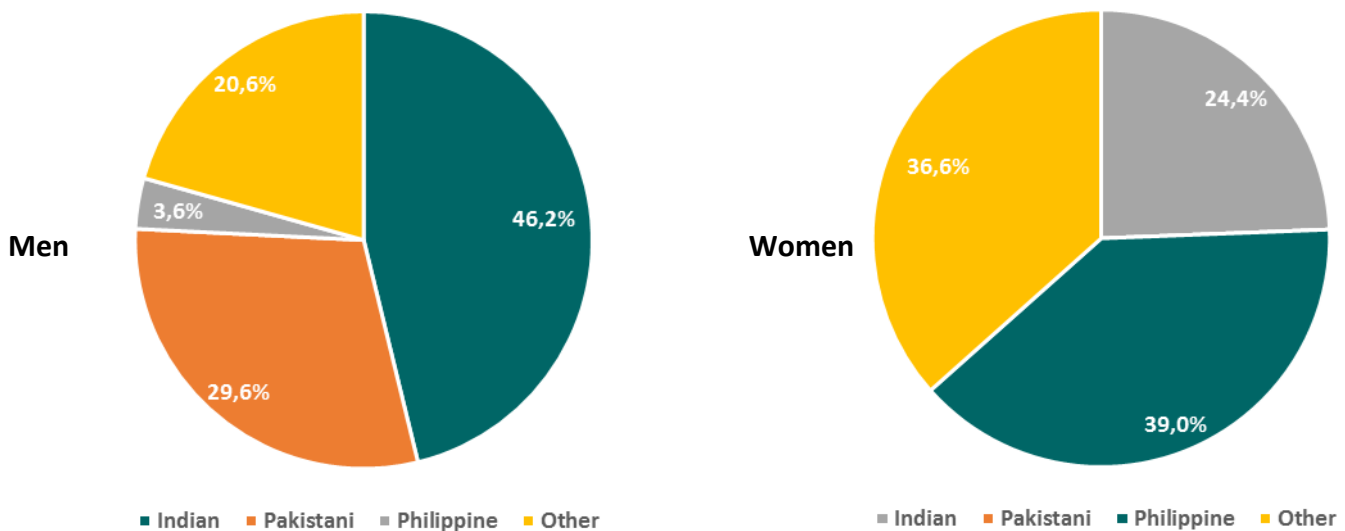
Parameters	Measurement/Criteria	Result
IHG Human Rights Policy	All new staff have to sign this document	100% Compliance
Hotel Grievance Policy	All new staff have to sign this document	100% Compliance
Dubai Protection Service	Hiring of security Manager	100% Compliance
Dubai Civil Defence	Training of Staff	100% Compliance
Code of Conduct for Employees	All Staff have been trained	100% Compliance
Ethical Behavior Policy		
Sexual Harassment	1 Staff terminated	100% Compliance
Misappropriation of IHG Rewards Points	2 Staff terminated	100% Compliance
Staff Harassment	GM Terminated	100% Compliance
Cash Shortage	1 Staff terminated	100% Compliance
Staff drinking on duty	1 Staff terminated	100% Compliance

Analysis of our workforce

Employees	2015	
	Men	Women
Full time (work min. 30 hours per week)	220	41
Internships	3	0
Total number of employees	223	41

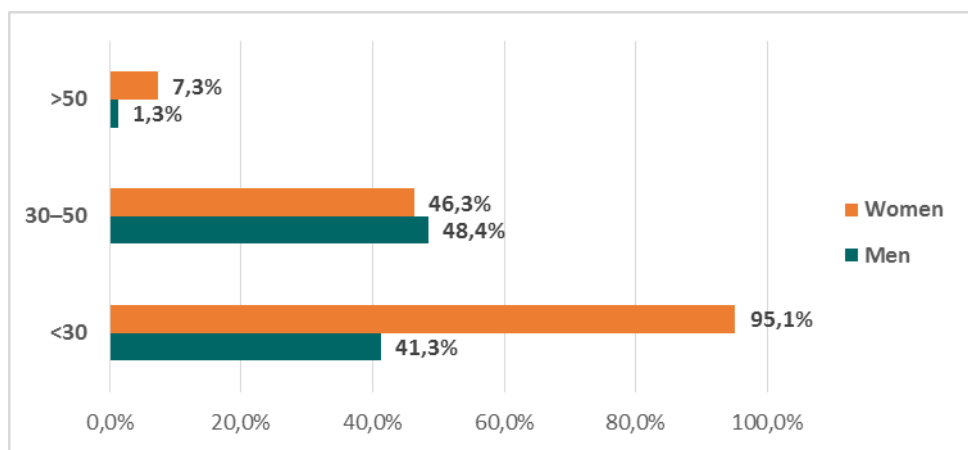
Our management team consisting of 13 employees is represented by 6 female which account for 46% of the total. However this trend in gender equality does not follow through in lower rungs as besides the Philippines, other countries do not promote the female gender to take employment abroad, as is reflected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

Nationality of employees/ gender



To make sure our key policies and procedures are understood by our key staff, we have translated them in 8 languages and prominently exhibited at the “Heart of the House” (our back of house dedicated to our staff) made accessible to all.

Employees age/ gender



Other pertinent statistics:

Occupational Health and safety information	Men	Women
Fatalities	0	0
Severe Injuries	0	0
Near misses	0	0
Accidents	2	0
Average sick days per Full time employee	0.80 /days	1.59 days

Training topics for sustainability	Hours per training topic	No of Employees Trained
Saving the environment	1hr	65
Waste management	1hr	63
Food hygiene and HACCP (certification)	7hr	222

As part of our commitment to sustainability, performance of every team member including all Chairpersons are assessed as a part of their yearly appraisal and includes elements of responsible business.

Average hours of training per employee during 2015	Men	Women
Senior management	19.5	19.5
Middle management	74	74
Rank and File	101	101

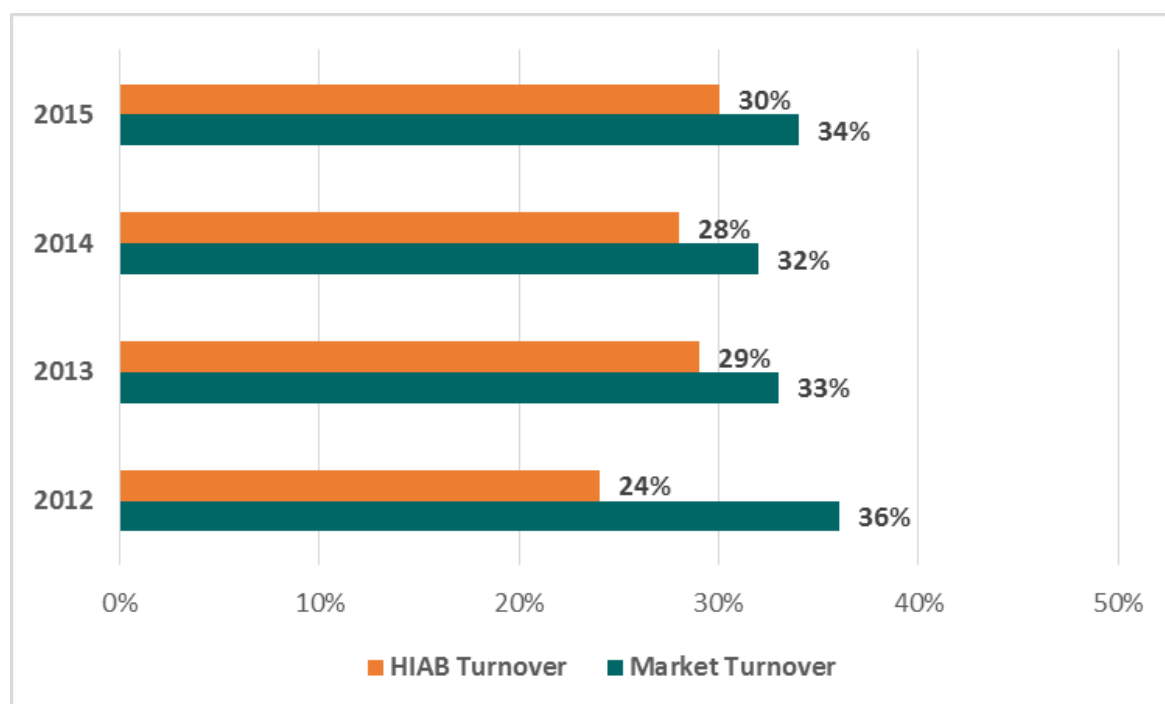
Categories	Total number of people informed on anti-corruption policies and procedures	Total number of people trained on anti-corruption policies and procedures
Governance body members	All	All
Employee	All	35
Business partners	All	-

Benefits/Type of employment	Offered to	Cost of investment 2015 (AED)
Life insurance	All employees – Full time	21,000
Medical Services	All employees – Full time	277,000
Meal Tickets	All employees – Full time	1,068,000
Disability and invalidity coverage	All employees – Full time	9,300.00
Retirement provision	EOS – Gratuity as per UAE Labour Law	

Maternal and parental leave	Female
No of days taken	60
No of days entitled to parental/maternal leave	45
No of employees took parental/maternal leave	1
No of employees returned to work after parental/maternal leave ended	1
No of employees returned to work after parental/maternal leave ended who were still employed twelve months after their return to work	1

HIAB Turnover Statistics:

HIAB is very proud to announce that year on year retention of our talent is greater than the national norms, as confirmed by “HR Networking Hotel Group” Turnover Survey Dubai.



People with special needs

Employing Rafay, a mentally challenged child from Al Noor Training Centre for Children With Special Needs 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.

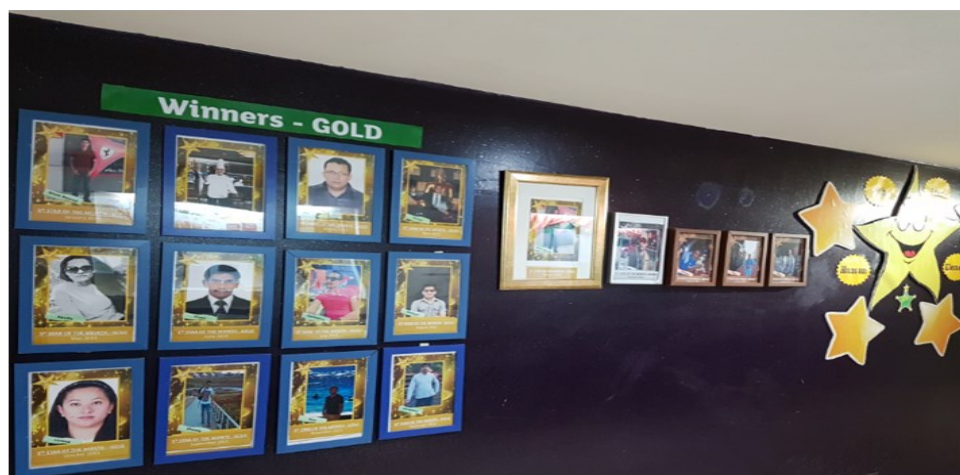


The 5th Star

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”.



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.

1. Department Focus to identify opportunities:

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

2. Workforce Analysis:

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

3. 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

4. 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

It is our management priority to empower the 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 for being good leaders. This lesson teaches “The benefits of promoting from within”.

Our Human Resources department ensures that training are not in vain, as we earmark individuals to be promoted, by seeing their passion and helps 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 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

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

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 are our number one focus and indeed a priority for the hotel and its management team. Since opening many initiatives have been put in place, several activities to support “healthy body, healthy mind” objective were put in place.

- Arabic classes
- Swimming classes
- Cooking classes
- Step-Up Program was arranged giving our colleagues three months opportunity to get trained in the department of their choice
- Treasure Hunt: All colleagues walked 2 km to the local park competing against teams and collecting items to support Green Environment
- Non Smoking Campaign: Through awareness and counseling 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



HOD's Stair Case Race



Inter Department Football



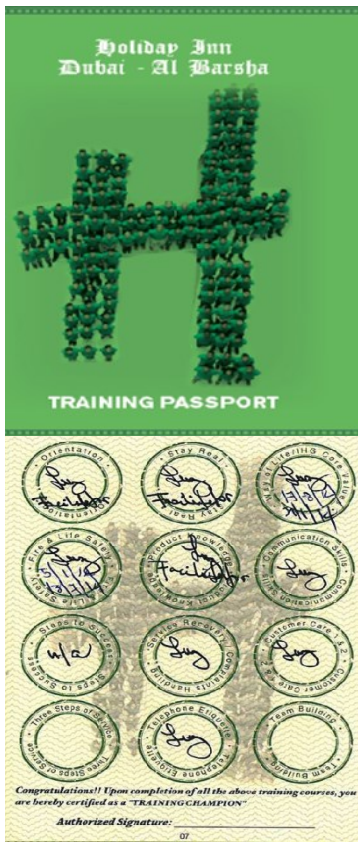
Sports Day – Carrom



Sports Day – Table Tennis

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!"

Roxana Jaffer – HIAB CEO

Celebrate Service

"Celebrate Service" Week, as the name denotes, is essentially to acknowledge and appreciate the work, group morale and impeccable service of our team members that 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.



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

"Celebrate service" week 2015 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.

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.



Human Formations: Training of Core Values



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 second report 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 2016 are outlined below:

Areas	Targets and Objectives
Business	
UNGC Communication on Progress (COP)	Develop our 1st 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 12 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 Greenemirates portal)
Society	
Holiday Inn - Loves You Campaign	Donations to exceed AED60K
Environment	
IHG Green Engage	Achieve 3 of 4 levels of Green Engage action items
Waste	Install an “InSinkEerator” to minimise wet waste converting to the landfill.
Water	Reduce water consumption by 5%
Electricity	Invest in LED lighting for at least 4 floors of the hotel and reduce electric consumption by 3%
Carbon footprint	Reduce carbon footprint by 5%
People	
Employee engagement	Retain and increase the number of employees that participate and contribute to the initiatives of “way of Life”
Employee development	Maintain the number of training hours per employee Develop teams more effectively through a more effective training program so there is a greater participation in sustainability activities
Health and safety	Zero accidents
Leadership	100% compliance with company on management approach and leadership
Employee retention	Maintain staff turnover below 34%

SUSTAINABLE DEVELOPMENT GOALS

Adopting United Nations Global Compact (UNGC) Sustainable Development Goals (SDGs) - (12 out of 17)

Poverty Footprint



- IHG Human rights policy - Initiated in 2008 and exercised to date.
- Further law of the land disallows employing minors
- To eradicate poverty, Holiday Inn Dubai has become 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 and then finding them employment

End hunger, achieve food security and improved nutrition and promote sustainable agriculture



- We partner UN WFP in their objective of zero hunger in the world, through a consummated partnership in Dec 2012. Till Dec 2015, through staff efforts HIAB have managed to feed over 396,459 hungry children in the world
- The registered established body for this goal is “Holiday Inn - Loves You Campaign”

Ensure healthy lives and promote well-being for all at all ages



- We promote sports competitions for employees so regular practices of cricket and football ensue
- Our CEO and leaders have participated in marathons and promote others to join
- We promote wellness at work through dedicated exercise time
- We partner a local body called “Food for Medicine” so staff can take advantage from holistic nutritionists, mind-body practitioners for healthier living

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



- Pursuant to our patronage in the NGO abc (see Goal 1), our employees have been given growth and we help them to look for opportunities in bigger and 5 Star hotels

Achieve gender equality and empower all women and girls



- Participate in action for gender equality
- CEO participates with seminars such as with Becky Anderson at Dubai Business Women Council, part of Dubai Chamber of Commerce
- Our CEO gives inspirational talks on empowerment of women through leadership talks at external bodies
- Our hiring has equivocal rights
- No nepotism is exercised with meritocracy in the drive for hiring
- Our salaries and benefits are equal as per grading of job/designation/positions with equal treatment for both male and female

Ensure availability and sustainable management of water and sanitation for all



- 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

Caring for climate



Our staff are taught the merits of recycling - This year alone:

- 11.05 metric ton of wood was sent to Union Paper Mill for recycling instead of disposing and which was a labour intensive exercise
- Other items, metal, glass, cooking oil, etc. sent for recycling to Trashco resulting in 135% increase to our base line year 2012 20,000kg to 45,000kg
- Staff are taught on recycling through seminars and making models of Burj Khalifa made from nut glass waste bottles
- Regular training on Energy saving measured through an online system “Green Engage” by IHG has helped to make a saving of 7% every year from 2012.
- Energy conservation efforts are made by changing halogen lights to LED

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



- Strict Policies are in place and exercise zero tolerance for any violation
- 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.
- We strictly adhere to UAE labor law for benefits

Reduce inequality within and among countries



- Policies given by IHG are enforced.



Strengthen the means of implementation and revitalize the global partnership for sustainable development



Partnerships:

- UNGC
- UNWFP
- EEG
- Dubai Chamber of Commerce
- Business Women Council
- Dubai Cares


The following quotation by Mahatma Gandhi, puts into perspective for all of us working at HIAB, young or old, management or not. Notices by this revered leader are found in several common areas so we always remember that “Customer is King” and work to an understanding that “Customer is always right”.



“Our Customer is the most important visitor on our premises. He is not dependant on us. We are dependent on him. He is not an interruption on our work.

He is the purpose of it. He is not an outsider on our business. He is a part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so.”

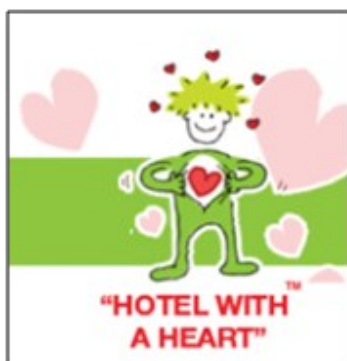
Remember:



the
customer
is
always
right

He Is The King!

We profess Holiday Inn Dubai - Al Barsha is indeed a “Hotel with a Heart”





Holiday Inn Dubai - Al Barsha

P. O. Box 115443

Dubai, United Arab Emirates

Tel: +97143234333

www.hialbarshadubai.com



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