



ESG Impact Report

1 September 2021 – 31 August 2023

CONTENTS

<u>3</u>	INTRODUCTION
<u>4</u>	ABOUT RBH
<u>5</u>	OUR VALUES
<u>6</u>	HIGHLIGHTS
<u>7</u>	ESG STRATEGY
<u>9</u>	RBH'S OPERATIONS
<u>10</u>	LETTER FROM DAVID HART, OUR CEO
<u>11</u>	LETTER FROM SUSAN BLAND, OUR MANAGING DIRECTOR AND DIRECTOR OF THE GIVING SOMETHING BACK INITIATIVE

<u>12</u>	SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS
<u>14</u>	GREEN TOURISM ACCREDITATION
<u>15</u>	ENVIRONMENT
<u>29</u>	SOCIAL
<u>40</u>	GOVERNANCE



INTRODUCTION

ABOUT THIS REPORT

Welcome to our second Environmental, Social and Governance (ESG) Impact Report. This Report covers two financial years (1 September 2021- 31 August 2023) and allows us to update you on the progress we have made since our first ESG Impact Report in August 2021.

Being a responsible business has always been a core part of the RBH culture and DNA and, in 2021, we developed our Giving Something Back programme which outlines our collective commitments to people, community and environment. The programme ensures that everyone is committed to ESG being part of what we do each day and is at the very core of our ESG Strategy which aims to maximise our positive impact in the shortest amount of time. Giving Something Back supports both national sustainability agendas and international programmes, such as the United Nations (UN) Sustainable Development Goals (SDGs) and the United Kingdom's Net Zero goal to reduce emissions from greenhouse gases (GHG) by 100% relative to 1990 levels by 2050.



RBH
HOSPITALITY MANAGEMENT



ABOUT RBH

As one of the UK's leading hotel management companies, our vision is to be the partner of choice for hospitality investors. A deep-rooted commitment to quality and safety underpins our great variety of operations in the 51 hotels that we manage across the United Kingdom. We believe no other operator matches our multi-brand hotel management experience. Our expertise extends to successfully delivering new build hotels, rebranding, extensions and refurbishments. Similar breadth is evident across our portfolio: from luxury hotels with leisure, spa and extensive food and beverage (F&B) to budget accommodation across the nation.

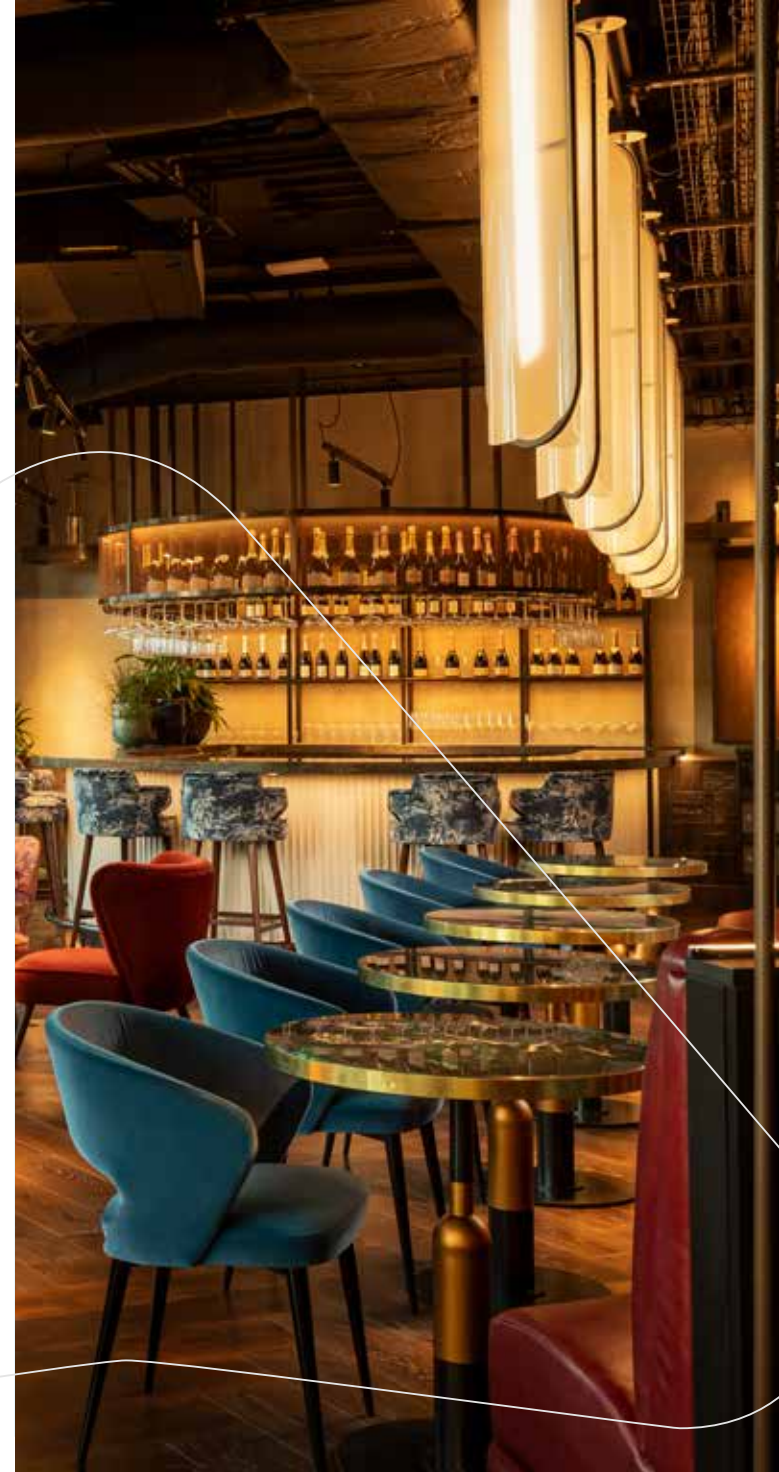
OUR EXPERIENCE

RBH's international brand experience and engagement are unrivalled, with many of our industry experts present on committees and working closely with brand partners to develop and deliver new solutions. We recognise the importance of being at the forefront of technological advances within the hospitality industry, from contactless payment systems to mobile check-in and keyless entry systems ensuring that the business remains agile and sustainable. Delivering exceptional service levels and driving long-term retention for all stakeholders is paramount.

OUR CULTURE

Two-way relationships are essential. We work with owners who believe in our vision for their hotels and we repay them with strong returns on their investment. The same ethos applies to our team – the beating heart of our business. We challenge each other to deliver profits for our hotel owners, exceptional experiences for our hotel guests and strong ties with our suppliers. Our attitude means we frequently outperform our competition in terms of commercial results and profit conversion.

Our reputation for excellence and reliability is built upon our extensive family of exceptional, market-leading hospitality specialists. Many of us at RBH have been together a long time – this alone speaks to the strength of our ethos.



OUR VALUES



INTEGRITY



CARE



**OPERATIONAL
EXCELLENCE**



AMBITION

HIGHLIGHTS

51 Number of hotels we manage across the UK¹

7,332
Number of hotel rooms under management

Launched a company-wide Sustainability Policy

95%
Green Tourism Accreditation across our hotels and offices

Fully trained Mental Health First Aiders in all our hotels and offices

89%
statutory training compliance across the portfolio

100%
LED lighting in our owned office

Introduced our ESG Wheel model to align all work streams to our RBH25 Strategy

Staff access to a Mental Health Support Club

8
Hotels on full green energy

Electric vehicle (EV) charger(s) at multiple sites

41%
waste recycled across estate

100% of hotels involved in a local community project or initiatives

35% leadership roles across our hotels are filled with top performing females

Tree of Life Health and Wellbeing Programme awarded prestigious Springboard Employee Wellbeing Award 2023

502.50t CO₂
Saved from 601.92t general waste diverted from landfill

Achieved Top 6 Placing in industry recognised Caterer Best Places to Work in Hospitality Awards 2023

95%
95% of hotels and offices have a biodiversity initiative

80%
of hotels and offices accredited in our Tree of Life Health & Wellbeing Programme, including 17% achieving Gold

95%
of hotels & offices embedded an environmental initiative

79%
of employees trained in eradicating modern slavery from our hotels

ESG STRATEGY

Our ESG Wheel has been compiled to streamline all the various workstreams within the business and capture the passion and enthusiasm that our team have towards the delivery of our ESG actions. It sets out 3 focus areas for each of the E, S and G, and captures the current workstreams in each of these focus areas.



Our ESG Wheel shows the 3 areas of focus in each section and forms the basis for our actions and commitments:


Environmental	Social	Governance
<p>Decarbonisation</p> <ul style="list-style-type: none"> Carbon Reduction Measures in existing hotels across our 6 targeted categories of energy, water, waste, travel, supply chain and buildings Energy consumption included in our Core Metrics Net Zero New Build model development with brand partners <p>Biodiversity:</p> <ul style="list-style-type: none"> Creation of new division of hotels for bees, bats, birds, insects, hedgehogs Biodiversity Initiative Options including planting, light pollution, rainwater, composting Trees For Life Offsetting Partnership <p>Hearts and Minds:</p> <ul style="list-style-type: none"> Guest Journey Sustainability including coffee, water, single use items, local sourcing, organic & plant based offerings Giving Something Back Award Green Tourism Accreditation 	<p>People</p> <ul style="list-style-type: none"> Engagement & Wellbeing through our award winning Tree of Life Programme Retention & Engagement included in our Core Metrics Learning and Development - opportunities available for all Comprehensive Equality, Diversity & Inclusion programme <p>Communities:</p> <ul style="list-style-type: none"> National Charity Partnership goals & Local Community Support Employability Skills & Hospitality Careers support network Social Impact in our Supply Chain commitments <p>Health & Safety:</p> <ul style="list-style-type: none"> Comprehensive Resource Centre available to all Audit Compliance included in our Core Metrics Statutory Training - compliance focus 	<p>Risk Management</p> <ul style="list-style-type: none"> Risk Committee chaired by CEO Primary Authority Partnerships awarded for Fire Safety and Health & Safety Business Continuity plans in place <p>Business Ethics & Anti Corruption:</p> <ul style="list-style-type: none"> Board and Senior Leadership Team composition Company Values of Integrity, Care, Ambition and Excellence embedded in ways of working and culture Comprehensive Committee Structure for Regulation & Guidance Comprehensive Policy Management <p>Financial Governance & Data Management:</p> <ul style="list-style-type: none"> Full financial reporting and audit structure GDPR & PCI programmes Cyber security programme


FY24-25


It is clear to us all in RBH that having a comprehensive approach to ESG makes sound commercial sense in a world where both travellers and investors are increasingly eco-focused, however, this rationale plays a very small part in our reasons for taking this approach. Our Environmental focus is a reaction to world events and the passion of our team to deliver this work and will future-proof our business for many years to come. Social and Governance have always been a huge part of who we are at RBH and have contributed to our exceptional reputation as an employer and a business partner.


Our aims for the coming two years are as follows:


OUR PEOPLE


 100% Gold Leaf Status in Tree of Life Health & Wellbeing Programme for all hotels and offices

 100% of employees trained in eradicating Modern Slavery from our hotels and supply chains


 50% females in our leadership roles


 25% of staff to fully utilize three paid annual charity days


 Learning DNA average to be increased to 18 courses per person to drive our culture of learning

 Maintain Top 6 placing in Caterer Best Places to Work in Hospitality awards


OUR COMMUNITIES


 100% of hotels and offices to partner with at least one school or college


 100% Tier 1 supplier base to have sustainable accreditation and policies


 Two-year partnership with Mental Health UK to raise significant funds and awareness of the importance of mental health in hospitality


OUR ENVIRONMENT


 100% LED lighting in all hotels


 100% removal of single-use plastics


 100% reduction in waste to landfill (for hotels where we manage waste)


 100% Green Tourism or Green Key accreditation

 Carbon reduction plan and glidepath in place for Scope 1, 2 and partial 3 emissions to achieve near-term and long-term targets in line with UK's Net Zero Strategy

 10% reduction in electricity consumption

 10% reduction in gas consumption

 100% sustainably sourced fresh produce through Tier 1 supplier base

 EV charging points at all hotels with available car parking

RBH'S OPERATIONS

HILTON



51 hotels and 7,332 bedrooms throughout the UK (FYE2023)

IHG



MARRIOTT



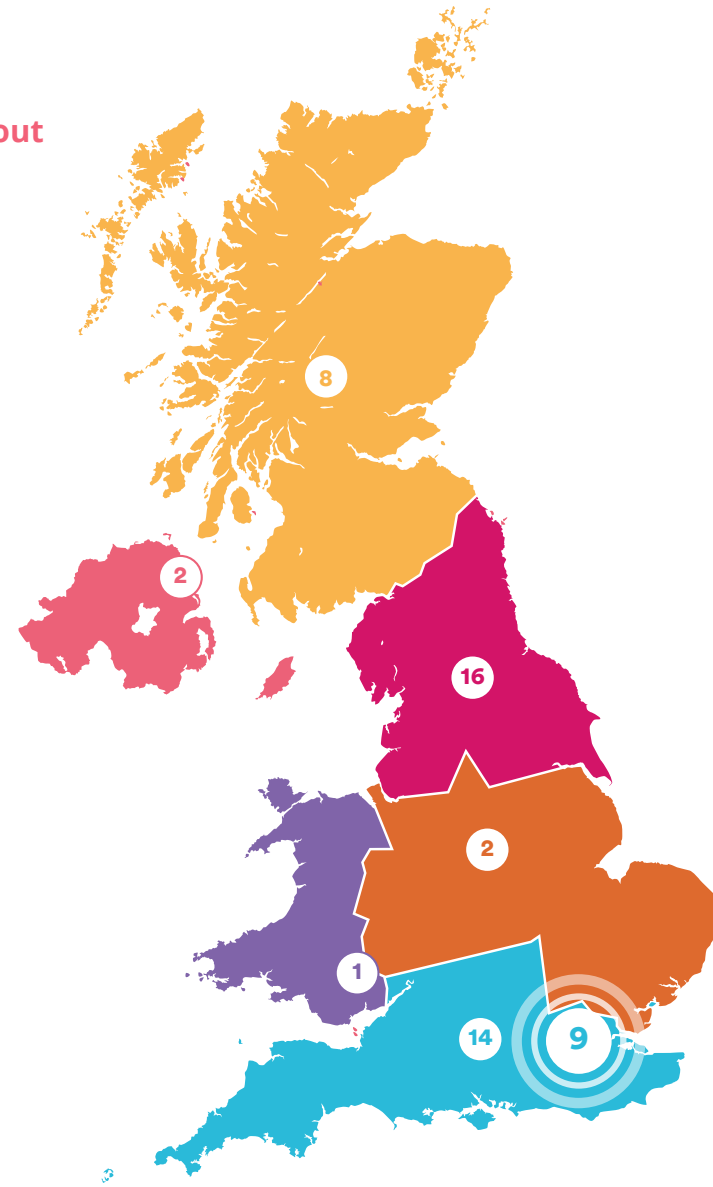
WYNDHAM



ACCOR



INDEPENDENT



LETTER FROM DAVID HART, OUR CEO

WELCOME TO OUR SECOND ESG IMPACT REPORT.

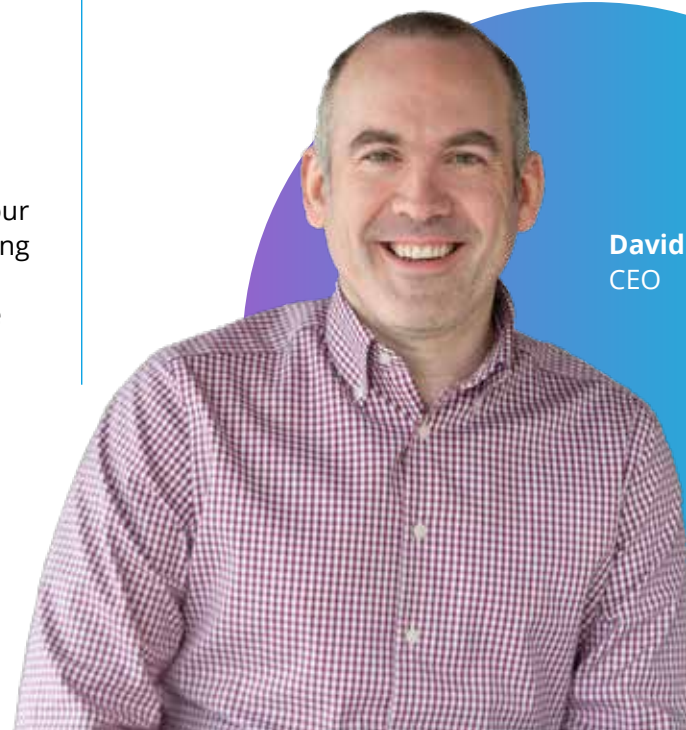
Two years on since releasing our first ESG Impact Report, we are proud to share our progress, achievements, and commitments towards sustainability and responsible business practices. In this report, we'll delve into our efforts to make a positive impact on the environment, how we have supported our communities, and upheld the highest standards of governance.

Since launching our Giving Something Back programme in April 2021 (in line with our 2025 strategy), we have continued to work hard to not only keep pace with but be a leading voice within the hospitality industry. RBH's ESG commitments are closely intertwined with our values of integrity, care, operational excellence and ambition which run through everything we do, and this has regularly been recognised by the wider industry – whether that be through winning award nominations or by providing us a platform at industry events as industry experts.

The number of opportunities that are now available within the industry is really exciting, whether that be Net Zero carbon new build hotel opportunities or getting involved in energy reduction pilot schemes. Over the last three years, we have proven that we are able to balance our ESG strategy and commitments with our commercial success, and innovation and collaboration have been key to this. We have continued to maximise the performance and potential of each of the hotels we operate, with the objective of driving asset value for our investment partners as well as striving to achieve our ESG targets.

However, while we're getting a lot of things right, we know that we still have a long way to go. Change is ever constant, and therefore it's key that we continue to adapt to these changes in order to succeed and deliver for our hospitality investors. We look forward to seeing the progress we can make over the next two years, and the positive influence we can have within the industry.

“WE HAVE PROVEN THAT WE ARE ABLE TO BALANCE OUR ESG STRATEGY AND COMMITMENTS WITH OUR COMMERCIAL SUCCESS.”



David Hart
CEO

LETTER FROM SUSAN BLAND, OUR MANAGING DIRECTOR AND DIRECTOR OF THE GIVING SOMETHING BACK INITIATIVE

When we originally launched our ESG strategy in 2021, we believed that hotel management companies that bought into the importance of ESG would become the consumer's choice, while those perceived to be 'greenwashing' would be left behind. Two years on, it is clear that our guests are embracing these changes and companies that don't value sustainability, social responsibility, and ethical practices are increasingly being publicly boycotted. Furthermore, the importance of ESG has become all the more pertinent amongst the corporate consumer as companies are now paying more attention to green credentials when booking hotels.

At RBH, we understand that success in the hospitality industry extends beyond financial performance. Our commitment to an ESG strategy isn't just a checkbox; it's a fundamental ethos that guides our operations, decisions, and interactions. Our values – care, integrity, operational excellence and ambition, have formed the bedrock of our business and run through everything we do.

In 2022, I was made Chair of IHG Owners' Association Global Sustainability Committee, which has given RBH a fantastic opportunity to be part of the conversation and influence change across the hotel brands. As one of the

UK's leading hospitality management companies, these are conversations we want to continue to be a part of as we have a lot to contribute and want to be an example of positive change.

We have increasingly seen a shift amongst our owners, with future-proofing their assets becoming all the more important, and therefore introducing sustainability measures is becoming a necessity, although not at the detriment of profitability.

Sustainability, social responsibility, and ethical leadership are paramount, integrating ESG principles into our business model isn't just a choice – it's an imperative, and we are determined to achieve our 2025 targets.

Susan Bland
Managing Director
and Director of the
Giving Something
Back Initiative







SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – setting the development agenda for the next 15 years. The Sustainable Development Goals (SDGs) were the result of an international multi-stakeholder engagement process involving governments, businesses, civil society and citizens.

The 17 goals are made up of 169 SDG Targets and progress towards these Targets is tracked by 232 unique indicators. These goals represent a global call to action on the most pressing challenges and opportunities facing humanity and the natural world. With their unique role in creating and sharing knowledge, we have a direct role in addressing these challenges.

While we recognise that our business impacts many of the 17 SDGs to varying degrees, we evaluate our primary contribution by connecting our long-term targets and material focus areas to the SDG targets. The four goals that resulted from this prioritisation represent where RBH Management has the greatest capacity for impact and action.



SDG	DESCRIPTION	GLOBAL TARGETS	OUR CONTRIBUTION
	<p>GOOD HEALTH AND WELLBEING</p> <p>Ensure healthy lives and promote well-being for all at all ages</p>	<p>3.D: Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.</p>	<p>Aligned with our 'Health & Safety' and 'People' actions and commitments in our ESG strategy, we have a comprehensive resource centre available to all employees, ensure audit compliance is included in our Core Metrics and have statutory training in compliance. We also have a huge focus on Engagement and wellbeing through our award winning Tree of Life Programme.</p>
	<p>DECENT WORK AND ECONOMIC GROWTH</p> <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labour-intensive sectors.</p> <p>8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p> <p>8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>	<p>Aligned with our 'People', 'Communities' and 'Hearts and Minds' actions and commitments in our ESG strategy, we believe in the importance of providing fair and aspirational employment opportunities as well as comprehensive and continuous training. Being deeply interconnected with, and supportive of, local communities via our charitable efforts and community outreach endeavours is embedded in our ethos.</p>
	<p>RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p>Ensure sustainable consumption and production patterns</p>	<p>12.2: By 2030, achieve the sustainable management and efficient use of natural resources.</p> <p>12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p> <p>12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities.</p>	<p>Aligned with our 'Biodiversity' and 'Decarbonisation' actions and commitments in our ESG strategy, we are focusing on how to achieve minimal waste by engaging with our team, hotel owners, brands and guests. This includes ways to reduce energy consumption and improve energy efficiency. We are also working with our supply chain to identify lower-carbon solutions and to improve the tracking and reporting of waste.</p>
	<p>CLIMATE ACTION</p> <p>Take urgent action to combat climate change and its impacts</p>	<p>13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<p>Aligned with our 'Biodiversity' and 'Decarbonisation' actions and commitments in our ESG strategy, our Environmental Goals by 2025 reflect our dedication to reducing our carbon footprint in the shortest amount of time we can. Along with our tangible goals, we are committed to continually evolving our company culture to accelerate our low-carbon growth</p>



ACCREDITATION



GROUP SCORING:

- Bronze: 40%-64%
- Silver: 65%-79%
- Gold: 80%-100%

To ensure that our ESG strategy cascades down to each of our hotels, we have successfully gained Green Tourism accreditation for 46 of our properties. Green Tourism has audited, officially graded and accredited our hotels and also maps all progress against the SDGs.

	Award
Hotel Indigo Cardiff	GOLD
The Corner London City	GOLD
Holiday Inn Express Barrow-in-Furness	GOLD
Sandgate Bridgewood Manor Limited	GOLD
Crowne Plaza Reading	SILVER
The Gantry London, Curio Collection by Hilton	SILVER
Aloft Aberdeen Teca	SILVER
RBH Hospitality Management Ltd	SILVER
Hilton Aberdeen Teca	SILVER
Holiday Inn Express Southampton	SILVER
Holiday Inn Express Middlesbrough	SILVER
Holiday Inn Express Edinburgh	SILVER
DoubleTree by Hilton Edinburgh City Centre	SILVER
Ramada by Wyndham Belfast	SILVER
Ibis Styles Glasgow Central	SILVER
Hampton by Hilton Gatwick	SILVER
Hampton by Hilton London Docklands	SILVER
Hampton by Hilton Manchester Northern Quarter	SILVER
Holiday Inn Express Earls Court	SILVER
Holiday Inn Express Limehouse	SILVER
Holiday Inn Express Royal Docks	SILVER
Ibis Styles Glasgow Centre George Square	SILVER
Lyndene Hotel	SILVER

	Award
Mercure Hotel Paignton	SILVER
The Aberdeen Altens Hotel	SILVER
The Municipal Hotel Liverpool MGallery Collection	SILVER
Holiday Inn Express Antrim M2 Jct.1	BRONZE
Wotton House Hotel	BRONZE
Holiday Inn Express Cheltenham	BRONZE
The Duke of Cornwall Hotel	BRONZE
Holiday Inn Express Leicester	BRONZE
Holiday Inn Express Manchester Airport	BRONZE
Holiday Inn Express Doncaster	BRONZE
Holiday Inn Express Park Royal	BRONZE
Principal York Hotel	BRONZE
Imperial Hotel	BRONZE
The Crown Hotel, Harrogate	BRONZE
Ibis & Ibis Budget London Heathrow Terminal 5	BRONZE
Hilton Garden Inn Stoke	BRONZE
Holiday Inn Express Southwark	BRONZE
Holiday Inn Express Dunstable	BRONZE
Crowne Plaza London Docklands	BRONZE
Holiday Inn Express Birmingham-Redditch	BRONZE
The Met Hotel	BRONZE
Marine Hotel Paignton	BRONZE
Townhouse Hotel	BRONZE

ENVIRONMENT



ENVIRONMENT

Our impact on the environment comes from both our offices and the properties we operate on behalf of our owners. Our greatest impact can be found across our hotel portfolio, particularly both in the way we manage and operate these hotels and the initiatives we can undertake with our hotel owners. As such we see our role as one of advocacy through our Giving Something Back programme where we have split our environmental work into 3 core areas

- Decarbonisation
- Biodiversity
- Hearts and Minds

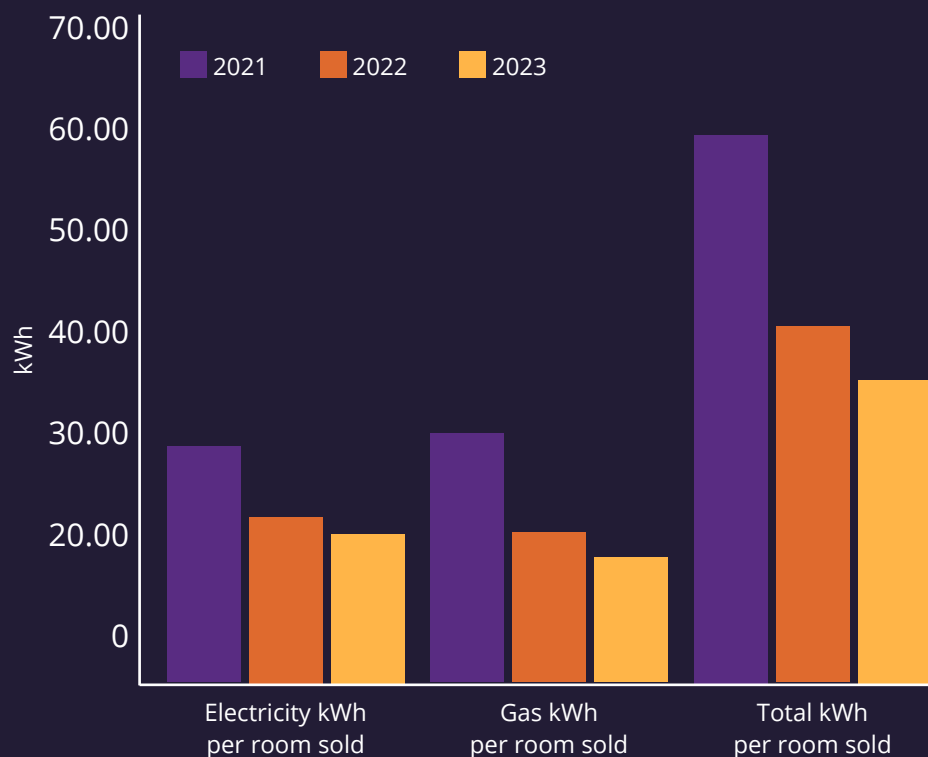
Within Decarbonisation we have committed to support the United Kingdom's Net Zero goal to reduce emissions from greenhouse gases by 100% relative to 1990 levels by 2050.

We introduced Energy Consumption Reduction targets as one of our Core Metrics, which are how we measure the performance of our hotels against key industry and RBH-specific monthly metrics.

DECARBONISATION - ENERGY

The energy-intensive nature of the hotel business – large buildings with multiple rooms catering to many guests' different consumption habits – means resource efficiency is imperative. In addition to our efforts detailed below, our capital team is focused on identifying opportunities to reduce energy and water consumption when completing their annual capital asset tours.

ENERGY CONSUMPTION PER ROOM SOLD



	FY 2021	FY 2022	FY 2023
Electricity kWh per room sold	28.61	21.58	18.04
Gas kWh per room sold	30.53	19.03	16.34
Total kWh per room sold	59.14	40.61	34.38

Total Energy Consumption has increased for the full estate due to changes in the number of hotels / rooms we managed during each of the relevant years, plus the impact of the Covid pandemic on various properties and the number of rooms sold.

During FY23 we sold an additional 375,451 rooms compared to FY21. The graph (left) shows the reduction in consumption per room sold.

	Aug-21	Sep-22	Aug-23
Electricity kWh	19,978,416	34,304,137	35,447,244
Gas kWh	20,929,658	29,699,613	31,547,901
Total kWh	40,908,074	64,003,750	66,995,145

59.14 kWh
Per room sold (FY 2021)

40.61 kWh
Per room sold (FY 2022)

34.38 kWh
Per room sold (FY 2023)



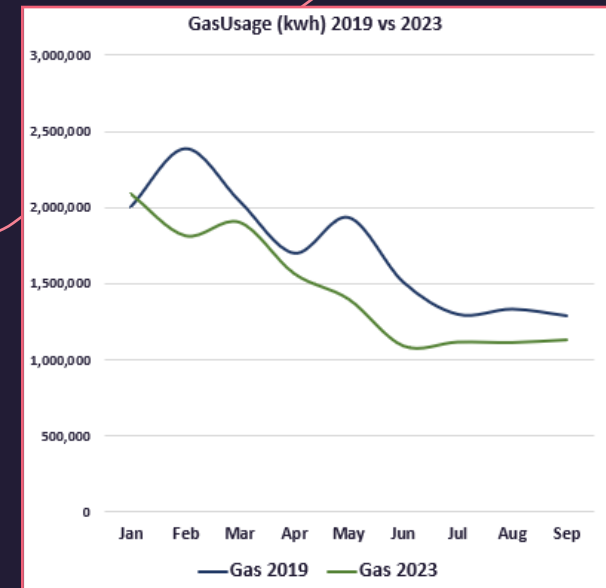
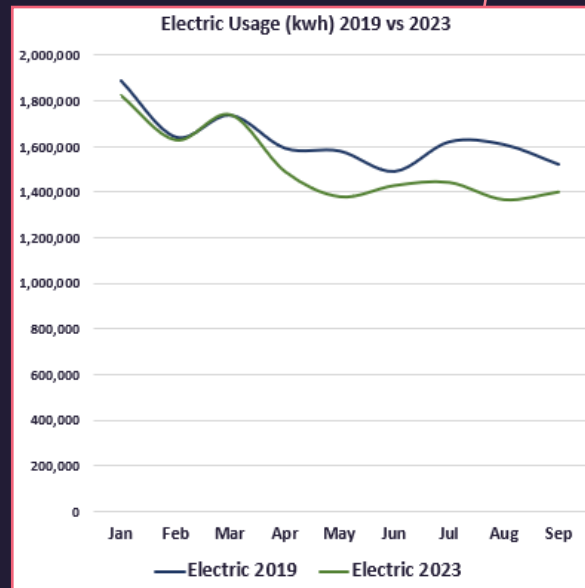
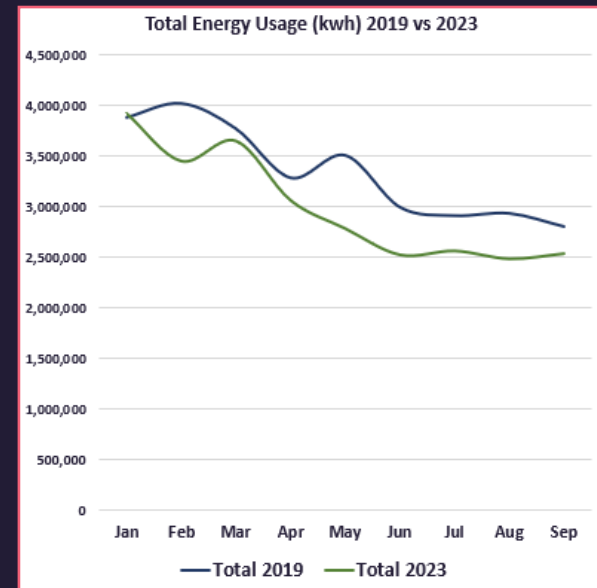
CASE STUDY



SAMPLE OF 27 HOTELS MANAGED THROUGHOUT 2019-2023

The nature of our business means that during the period 2019-2023, the number of hotels we manage has fluctuated. To demonstrate the effect of our energy-saving measures, we have taken the energy consumption of 27 hotels which were in the portfolio consistently between 2019 and 2023 (FYE) and charted the electricity, gas and total energy usage.

* Compared to FY19 metrics, in FY23 we reduced total energy consumption (electricity and gas) across the 27 hotels managed by a total of 3,190,257 KWH equating to over a 10% reduction across the last two years.



2019 vs 2023 (gas)

15,440,923 kWh >
13,215,319 kWh

10% reduction*

69%

of our hotels have 100% LED bulbs*

8%

of our energy is generated from renewables**

6.5%

reduction in electricity consumption

14%

reduction in gas consumption through procurement, capital and operations departments



REDUCING ENERGY CONSUMPTION

Although we are involved in the procurement of energy for the majority of the hotels we operate, this is not the case for the entire portfolio. Where we are involved, we work with our energy broker and present options and recommendations to each of our owners about energy purchasing. While these recommendations are often taken, there is no obligation for the owners to do so and RBH cannot implement such changes without owner approval. We believe an important part of our role is to keep our owners informed of the benefits of reducing energy consumption and moving over to renewable options, and we have had success in also recommending energy-saving initiatives,

Compared to FY 2019 metrics, in FY 2023 we reduced total energy consumption (electricity and gas) across the 27 hotels managed by a total of 3,190,257 KWH equating to over a 10% reduction across the last two years.

HOW WE DO IT

For each investment we make in our hotels, we apply a budget and an estimated payback period and then pitch the new plan to the respective hotel owner for their sign-off. Achieving complete energy efficiency will take time, but we have certainly made a start – one we are dedicated to building upon every year.

In addition, 61% of our hotels are achieving their Trailing 12-Months Energy Reduction Target.



* Our target remains to have LED bulbs and lights across our entire portfolio in our owned offices and all our hotels by 2025. All our managed hotels must purchase LEDs when replacing their CFL and halogen lighting.

** Several of our hotels have solar panels installed



CASE STUDY: CROWNE PLAZA LONDON DOCKLANDS



CO₂ saving

10,760kg CO₂
= 494 trees planted

In 2023 we engaged with Green Shield Group to design and install 142 solar photovoltaic (PV) systems on the Crowne Plaza, London Docklands. The aim was to generate onsite some electricity for the property. The PV modules installed on the roof capture and convert solar radiation into direct current (DC). The inverters then convert the DC current into grid-compliant alternating current (AC) which is then used to power the hotel, with the hotel's power requirements supplemented by the grid during periods of high energy demand and during the night. It is forecasted in the first year of installation FY24 that the PV system will create an energy saving of 10,760kg CO₂e by producing approximately 55.64MWh of electricity, the equivalent saving of CO₂ of planting 494 trees.

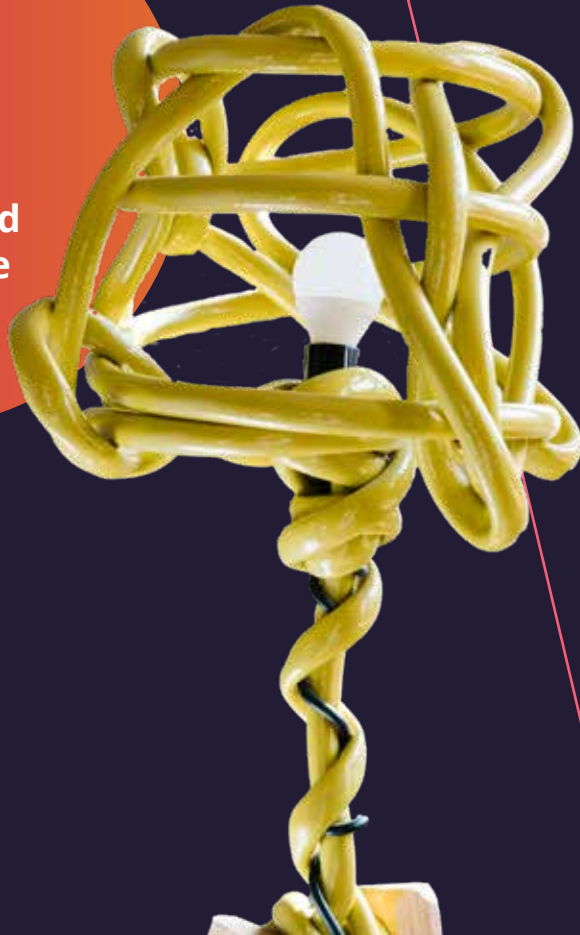




CASE STUDY: THE CORNER FUN ROOM



25%
water saved
per minute



Originally opening in 2013 in a repurposed office block in Whitechapel, London, RBH Management took over this 183-bedroomed hotel in 2021 as it rebranded as The Corner London City Hotel. The hotel uses 41% less water consumption than other UK hotels (the equivalent to four Olympic-sized swimming pools) and emits 67% less CO₂ emissions than the industry average, the same as 125 family car trips around the Equator. Electrical consumption is 8% less than the industry standard – which is equivalent to boiling 321,745 kettles.

All lighting is LED and energy-efficient, and there are solar panels on the roof. Hansgrohe Airdrop shower heads in the bathroom mix air with water, reducing the amount of water used by 25% per minute without affecting the shower's water pressure. Inside the rooms and around the hotel you'll find even the furniture is re-purposed, with stylish desks made of reclaimed wood and lamps made using old hosepipes. Sustainability is embedded in decision-making using local suppliers as much as possible and stocking ethical SeaChange wine where a percentage of the price of each bottle helps fund global ocean conservation projects and reduce plastic waste by offering filtered re-fillable bottled water in rooms. We even incentivise sustainable practices by offering vouchers for those guests who opt not to have their rooms cleaned if staying multiple nights.





CASE STUDY: HILTON ABERDEEN TECA

A high proportion of energy consumption was due to traditional extractor fan ventilation systems in the kitchens of our hotels, these were draining some 52,810.58 kWh p/a of electricity in the Hilton Aberdeen TECA hotel. To understand the energy-saving opportunities available to us we completed an energy efficiency survey across the portfolio. We identified that 38% of our hotels are suitable for installing a demand-controlled kitchen ventilation system which utilises sensors across the kitchen canopy to monitor the cooking activity and automatically initiate ventilation at the capacity required. This technology has saved 30,102.03 kWh p/a in our Hilton Aberdeen TECA hotel as the new system operates using 22,708.55 kWh p/a. This initiative has so far been retrofitted into five other hotels to improve energy efficiency and reduce consumption.



Electricity kWh saving (p/a)

52,810.58 kWh >

22,708.55 kWh

WASTE

Over the last two years, we have gradually reduced the number of suppliers we use for waste services from 18 to just one (for the hotels where we manage waste). Consolidating our waste management operation in this way has helped us to improve our data collection process. In turn, this has helped us report accurate information showing that we are already substantially ahead of our Giving Something Back goal: to achieve a 25% reduction in landfill waste by 2025.

RBH follows the Waste Hierarchy, where the most preferable is to reduce the amount of waste produced.



In FY2021 we estimated our waste consumption to be in the region of 1,260 tonnes. Of this total, approximately 61% went to landfill, 28% was recycled and 11% was incinerated. Today those figures are no longer estimates, and we can report that 1,017.56 tonnes of waste was produced in FY2023. Of this, a total of 415.63 tonnes were recycled.

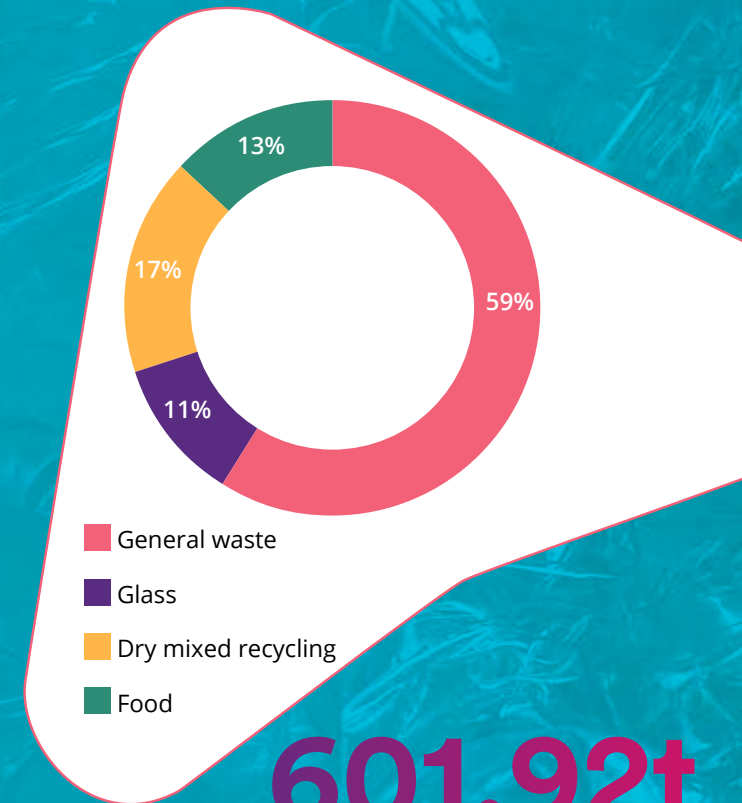
We now track waste consumption and reduction quarterly, using Enva, which ensures that we have zero waste going to landfill for the hotels where we manage waste. Along with Enva, we have developed 'toolbox talks' on waste and how to recycle which are shared with hotels electronically and on-site visits. In addition, a waste management group has been put together that meets monthly to discuss ideas and share waste systems implemented to create new learnings for other hotels.

Hotels are requested to provide a waste champion who are provided with tools to help promote good waste management and share ideas with others in the hotels.

We have been working hard on reducing our food waste and have partnered with 'Too Good To Go' to be a part of the food waste movement. This initiative allows us to turn any surplus food into income for our charity partner Mental Health UK while reducing waste and helping the environment. In the 12 months to FY23, we saved 6,392 meals, the equivalent of 15.98 tCO₂.

415.63t

Recycled out of 1,017.56 tonnes of waste



601.92t

general waste diverted from landfill

542.50t

- tCO₂e savings by landfill diversion

WATER

We have been playing our part in reducing water consumption across our hotel portfolio, installing water-saving shower heads and aerators that reduce flow and so consumption. We will continue to take proactive water management steps such as fixing leaky taps in good time since a single tap can waste up to three litres of water per day – more than 1,000 litres per year.

Water	Unit	August 2023
Water	m ³	372,797
CF production	kg CO ₂ e / m ³	0.1767
CF waste water	kg CO ₂ e / m ³	0.2013
tCO ₂ e Production	tCO ₂ e	65.9
tCO ₂ e waste	tCO ₂ e	75.1
Total	tCO₂e	140.9

The importance of having accurate data to progress our aims is shown by the data we have on water management where we lacked full visibility of water use across our hotel portfolio during the Covid pandemic during FYE22. We are now much more confident in the accuracy of our water usage figures.

15%*
***The reduction in water consumption we are targeting across our property portfolio by August 2025**

TRANSPORT

We have a national portfolio of hotels, and offices in Glasgow and London, so moving around the country is often unavoidable, but we have changed the way we do it. We no longer have company cars and we keep track of the trips our employees make through business mileage claims.

	Miles	CO ₂
August 2021	209,454	58
August 2022	90,235	25
August 2023	110,043	29.5

In addition, we have implemented electric vehicle (EV) charging stations at several of our hotels, where there is available car parking. The eventual number of installations per hotel will depend on the size of the car park, the locality of public transport and the size of the hotel. We have also encouraged our team to embrace hybrid and EVs through Tusker, market leaders in the provision of Green Car Benefit Schemes and finally, we have a Cycle-to-Work scheme with around 30 agreements in place FY23.

CARBON FOOTPRINT

	AUGUST 2021	AUGUST 2022	AUGUST 2023
Electricity (kWh)	19,978,416	34,304,137	35,447,244
CF – per year*	0.21233	0.19338	0.207074
tCO ₂ e	4,242	6,634	7,340

	AUGUST 2021	AUGUST 2022	AUGUST 2023
Gas (kWh)	20,929,658	29,699,613	31,547,901
CF – per year*	0.18316	0.18254	0.18292
tCO ₂ e	3,833	5,421	5,771

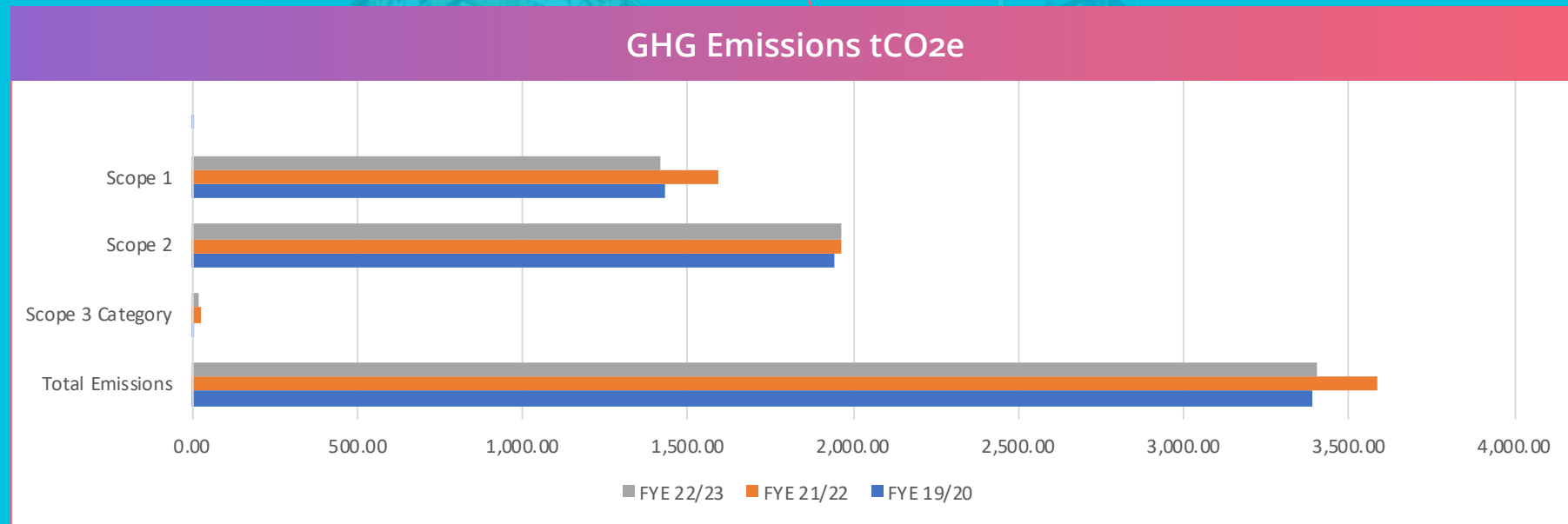
	2021	2022	2023
Total Rooms Sold	698,186	1,589,764	1,965,215
Electricity tCO ₂ e	4,242	6,634	7,340
Gas tCO ₂ e	3,833	5,421	5,771
Total tCO ₂ e	8,075	12,055	13,111
tCO ₂ e per Room Sold	11.57	7.58	6.67

* CF – Conversion Factor – the conversion factor is based on the average carbon emissions generated by the current UK power stations per kWh generated. This factor includes other greenhouse gasses (GHG) such as methane and nitrous oxide which are converted to their carbon dioxide equivalents.

We are committed to reducing our carbon footprint by 2025 and will explore the applicability of carbon offsetting in August 2025 if we deem it necessary.

GHG emissions are the biggest driving force behind the world's rapidly changing climate. We are increasingly alert to our carbon footprint: what it is and how we can shrink it. We report on 18 hotels for Streamlined Energy and Carbon Reporting (SECR), taking the financial boundary definition as per the GHG Accounting protocol. Therefore, we have measured the following carbon emissions produced from the direct and indirect emissions from our operation of these hotels, omitting refrigerants.

Under SECR reporting for FY23, our emissions for the 18 hotels were as follows:



SUPPLY CHAIN

As with many companies, the majority of our carbon emissions are a result of our extended value chain – for instance in purchased goods and services – and so working on our supply chain is essential if we want to maximise the positive impact we make – and minimise the negative. We have instituted new Request for Proposals (RFPs) which require suppliers to share more details about their energy resources and usage, as well as their broader outlook on sustainability.

We have a Sustainable Procurement Policy and a Supplier Code of Conduct. This Code includes compliance with laws and regulations, fair labour practices, ethical business practices, modern slavery, environmental responsibility, quality and safety, confidentiality, diversity and inclusion, sustainability, human rights, transparency, continuous improvement, collaboration, data protection, information security, intellectual property and conflict of interest.

We also conduct a comprehensive assessment of ESG factors as part of a new supplier application process and we ask questions around how the supplier works to minimise its environmental impact and uses sustainable materials and practices whenever possible. We also ask for a demonstration of the actions they are taking to achieve Net Zero Carbon within the legally required timescales and plans to protect natural resources.

BIODIVERSITY

RBH supports biodiversity both in our headquarters and in our managed hotels.

Examples are the green wall at the Holiday Inn Express Southwark which spans the full height of the gable end of the building, from the ground floor to the 6th floor and a green wall at the Westin London City which stretches seven metres high by four metres across one level at the main entrance – a space seven times the size of a King Size bed. The Westin also has sedum green roofs with wild grass and flowers. In addition, we have numerous herb gardens and indoor plants across multiple hotels in our portfolio.

“BIODIVERSITY IS ALL THE DIFFERENT KINDS OF LIFE YOU’LL FIND IN ONE AREA – THE VARIETY OF ANIMALS, PLANTS, FUNGI, AND EVEN MICROORGANISMS LIKE BACTERIA THAT MAKE UP OUR NATURAL WORLD. EACH OF THESE SPECIES AND ORGANISMS WORK TOGETHER IN ECOSYSTEMS, LIKE AN INTRICATE WEB, TO MAINTAIN BALANCE AND SUPPORT LIFE.” – WWF



CASE STUDY: BIODIVERSITY HOTEL DIVISION

Starting in December 2022, we began a programme to educate our hotels on the benefits of hosting bee hives. One of our Operations Directors, Stephen Harron, is a beekeeper and is qualified with the British Bee Keepers Association (BBKA) and so we ran an initial interest and suitability meeting. A number of hotels signed up for the initiative and we ran three face-to-face group training sessions and hands-on training. Following this, 8 hotels installed beehives.

The other hotels have opened 'hotels' for insects, hedgehogs, bats and birds. We would like every one of our existing hotels to host at least one hotel from this new division. By the end of FY2023 28 hotels had at least one of our Biodiversity hotels and initiatives in place, Equating to 55% of the estate.

"Not all hotels have gardens or open spaces, but all have roofs and walls so it's possible to help attract and house wildlife in all our hotels. Not all will be successful but we can try and provide accommodation that may be attractive to different insects and animals"

Bees are under threat due to loss of habitat, disease, pesticides and arguably mono-agriculture, yet nature needs them for pollination of crops.

Our Biodiversity information sheets for our hotels provide guidance on many different initiatives to help preserve and create biodiversity including replacement planting, creating wildflower areas and avoiding light pollution, investigating rainwater capture as well as composting and making the best use of coffee grounds (an excellent fertiliser for soil).

"WE HAVE OPENED 'HOTELS' FOR
BEES, INSECTS, HEDGEHOGS, BATS
AND BIRDS"



FACTS:

- ▶ Pollinators like honey bees pollinate three-quarters of the world's flowers.
 - ▶ 35% of the food we eat requires bees to pollinate it.
 - ▶ One hive can produce 60 lb (27 kg) or more of honey
 - ▶ Bees fly about 55,000 miles to make one pound of honey – roughly 2.2 times around the world!
- ▶ Each hive in summer would have one queen, in the region of 30,000 workers (all female) and a small number of drones (males)
 - ▶ In the US, approx. 40% of bee colonies are lost each year
 - ▶ Honey imported from abroad (non-EU) is thought to be heavily tampered with by the addition of inverted sugars



SOCIAL

OUR PEOPLE

Our people are at the heart of who we are and what we do. Therefore, we place significant emphasis on empowering teams – both their knowledge and their confidence – so they can thrive in the workplace. All our 91 office employees currently work on a hybrid model, between their homes and the office while our 1,538 hotel-based permanent staff predominantly work on-site (as of FYE 23). We place great trust in all our employees to produce the levels of work required, regardless of when or where it is done. This system works well and has strengthened our positive working culture, both in the offices and the managed hotels.

Number of Full-Time Employees (FTE)	AUGUST 2021	SEPTEMBER 2022	AUGUST 2023
Head Office	84	87	91
Hotels	1,523	1,384	1,538
Total	1,607	1,471	1,629

**2 years
and 3
months***

***Average employee tenure
across the business**

50:50

**The gender split of our
male-to-female employees**

ENGAGEMENT AND WELLBEING

Our people are at the heart of who we are and what we do. Developing a healthy, engaged and high-performing team is paramount, which is exactly why we launched our Tree of Life Health & Wellbeing Programme, demonstrating our ongoing commitment in each of the following areas:

- Mental Fitness
- Financial Wellbeing
- Active Body
- Social
- Nutrition

In 2023 our programme won a prestigious Springboard Award for Excellence for Employee Health & Wellbeing



LEARNING AND TRAINING

24,102

Total courses completed (FY 2021)

42,447

Total courses completed (FY 2022)

64,093

Total courses completed (FY 2023)

390

The number of training programmes available to our employees

PATHWAYS TO EXCEPTIONAL PEOPLE

Our Pathways to Exceptional People progression career ladder has been running since 2017 and takes those who join us on Level 1 for their induction up to the relevant level on the ladder from where they can progress. Level 2 is Team Leader, Level 3 is Head of Department, Level 4 is Senior Manager and Level 5 is General Manager.

THE PYRAMID PROGRAMME

Running alongside the Pathways programme, the Pyramid Programme is aimed at those who are at level 3 and want to become a Deputy General Manager or have been promoted to Deputy and have not had any development and wish to learn more. From the class of 2022, four of the group have been promoted to a Deputy role and from earlier groups some are now General Managers. We offer apprenticeships to those who are interested in this medium of learning. The Pyramid Programme involves a challenging assessment process with successful employees attending a year of training and 10 days of master classes. Half of the employees who have participated in the Pyramid Programme have moved into larger roles with broader responsibilities within the company. A few participants from the first programme are now General Managers In the class of 2023, there were 15 participants.



PYRAMID

FROM RBH

From the class of 2022, four of the group have been promoted to a Deputy role and from earlier groups some are now General Managers



DARETOGROW

Established in 2017 our #daretogrow initiative supports our Pathways to Exceptional People by encouraging and supporting our employees to drive their careers through the levels of the programme.

INNOVATION

We are constantly adding new programmes to our Learning and Development offering. New programmes offered in the last 12 months, for instance, include a new partnership with a legal company called 10to3 which provides content to help upskill line managers in their ability to people manage.

Also new is Mental Health training aligned to the RBH Tree of Life programme. This was launched in 2021 and reflects our heartfelt commitment to our people in their activeness, nutrition, mental fitness and financial wellbeing. The Tree of Life is an aspirational accreditation which also promotes socialisation. In 2023 our Tree of Life programme won the prestigious Springboard Employee Wellbeing Award. We expect each hotel to take approximately one year to achieve Bronze status and several years to achieve Gold. Our aim is that 100% of our hotels and offices will achieve Gold Leaf status by 2025. At present 80% of our hotels are accredited in this programme, with 17% having attained the Gold certification.

We launched two learning pathways with the ILM (formerly the Institute of Learning and Management) and our colleagues can sign up to follow a set of online modules and work towards an accreditation. Planned new launches for the coming year include Bloom, a series of learning interventions to help upskill some of our talent at the level of Team Leader and also an F&B Coach Academy to upskill our F&B leadership teams to deliver a set of F&B standards to further improve our service.

CASE STUDY: ABIGAIL UNWIN



SALES MANAGER, HOLIDAY INN EXPRESS MANCHESTER AIRPORT

Abi joined the Holiday Inn Express Manchester Airport in August 2015 as Guest Service Assistant working in Reception. Prior to this she had worked in hotels and then gone travelling. After 6 months, she was promoted to supervisor and one and half years later promoted again to the role of Guest Service / Front Office Manager. In this role, she had full responsibility for the front desk team. At the start of February 2022, she was promoted once more into the role of Sales Manager.

Since she has joined Abi has had support from her General Manager and the Deputy and been able to learn in many ways.

She has attended several RBH development programmes including Train the Trainer and Rise which was developed to support line managers in their leadership capability. Abi has had the chance to develop with the support of the IHG brand and is currently working as the IHG Champion and the Hotel Experience Champion. This allows her to manage the development of her team and herself to drive brand programmes and initiatives that support the guest experience when visiting the hotel.

Just before pandemic Abi attended the Pyramid 2-day assessment event. She was successful and about to embark on the programme when the pandemic hit.

To help her to move into a sales role, she has started a L4 Sales Executive apprenticeship run by Gi Tack. The 12-month programme gives her access to on-line learning, virtual classroom events and one to one support from her trainer. She is given a day a week to help her focus on her apprenticeships learning and states 'that it has been everything helping me get the role I wanted. I have had to learn so much about the company I work for, about the sales process, communication and I understand more about what might drive the customer response.' The learning has given her access to people in other industries and their experiences have supplemented her learning opportunities.

Abi was nominated for an RBH award as Head of Department of the Year 2021.

CASE STUDY: JOHN MORRIS



DEPUTY GENERAL MANAGER, RAMADA BELFAST

John joined the hotel in July 2009, just after it had opened in the April. At the time the hotel was branded as Ramada Encore Belfast. He had been made redundant from a previous supervisory role and took a step back to join the team as a Waiter working in the Restaurant.

After about 1 / 1.5 years he was promoted to F&B Supervisor, and in another 1.5 years he was promoted to Assistant F&B Manager, then to F&B Manager and in 2017 to the role of Operations Manager which is one of the 3 senior roles in the hotel. During the Covid pandemic John was promoted further to Deputy General Manager and is responsible for all front

of house operations and works very closely with the General Manager.

John says that a big part of his success is the culmination of the stability of the senior team as they have learned to balance each other's strengths and support the less able areas of performance. As a team they drive the morale and engagement across the hotel and have several long serving team members. John states that over the last 8 years, since the engagement measures updated, they have taken the feedback seriously and held meetings with the team and helped those who were not happy to secure employment elsewhere.

He also cites the hotel owners as being instrumental to his success. They are supportive of the hotel, the team, his General Manager and allowed him to develop as a person.

John has enjoyed working with RBH since the very beginning. The original Chairman, Louis Woodcock treated people like human beings, regardless of their role and was always friendly and up for a chat. He says he has been treated well. This approach has become a foundation for the culture within RBH.

John was part of the RBH Pyramid programme in 2017. In his words 'a great year.' He found himself reflecting back in the learning from the assessment stage and the 5 masterclasses he attended. There are small things that happen,

and he thinks how the Pyramid learning has helped him. He learned from the training delivered by senior personnel across the business. To have had exposure to people at that level was brilliant.

He is currently learning all the time. John manages Smile, the Learning Management System, for the hotel and tracks to ensure the team are fully trained. He has attended additional learning to support his role – Food Safety, Level 3 and First Aid and is currently working as the brand green champion for the hotel and is gratified to see that his work is recognised in guest reviews.

John was actively involved in the hotel rebrand to Ramada Belfast. He says it was brilliant to learn a new guest system and although he was under pressure to transfer all the data the process was a big learning experience. He co-ordinated with contractors involved in different jobs to support the property upgrade.

John is still motivated by his team, his peers and his hotel guests, he loves the interaction.

CASE STUDY: VIBHU GAIND



CHIEF INFORMATION OFFICER, RBH

Vibhu first worked for the company in 2000 and joined as a Night Manager at Holiday Inn Heathrow. After 1.5 years he left and returned in May 2002 as the IT Manager for a new hotel opening, Crowne Plaza Marlow. He held this role until the end of 2003 when he was promoted to Group IT Manager and supported 16 hotels. Over the years the company acquired more hotels and at one point the IT team was supporting nearly 60 hotels. In November 2014, Vibhu was promoted to the role he holds now, and is part of the Executive Team (Exco) who lead the business strategy for RBH.

Over time there have been exceptional tools made available to support personal development in line with his career growth. Vibhu was able to learn technical skills to support his development as an IT manager, as his role grew, he learned financial development supported by internal finance managers and directors and was able to attend training with Cranfield to support digitisation. Over his career he has completed several internal courses including, interview and selection, coaching for success, understanding strengths leadership, to name a few.

A key part of his development was from colleagues across the business. As he started to people manage, Niki Fincham (Group HR At the time) coached and mentored him. Two senior finance directors supported his commercial knowledge and more recently current members of Exco (Dave Hart as CEO, Andrew Robb as Chief Financial Officer and Susan Bland, Managing Director) have guided and mentored his growth.

Over his career with RBH he has reported to several line managers. This provided experience in managing up as many had quite different leadership styles and helped him understand the type of leader he wants to be with his team and across the business when he needs to engage with different stakeholders to achieve their buy-in.

Vibhu recognises that the strength of RBH is its people. He says 'It is the one resource RBH have, and it is crucial to empower your team and give them the skills set they need to achieve the job they have to do and support them in their career journeys.

DIVERSITY, EQUALITY AND INCLUSION

As part of our commitment to our people, we also aim to drive diversity, equality and inclusion (DE&I) across all areas, with a specific focus on ensuring 50% of our leadership roles across our portfolio are filled by top-performing females. We are also committed to eradicating modern slavery from our operation and supply chain.

We have an Equal Opportunities policy and are committed to providing equal opportunities in employment and to avoiding unlawful discrimination in employment and against customers. We intend that no individual shall be discriminated against on the grounds of any Protected Characteristic referred to in the Equality Act 2010. We have achieved gender equal pay across the business bar the most senior roles, which are distorted by the lower number of females in leadership rather than women being paid unfairly.

Gender Pay Gap Report (April 2022) available at <https://rbhmanagement.com/employment-statements/>

We have a comprehensive Diversity and Inclusion policy, which builds upon e-learning courses that are accessible 24/7 on topics like Dignity at Work and Sexual Harassment, Equality in the Workplace and Unconscious Bias. We have a DE&I Committee which meets quarterly to discuss upcoming awareness days. In addition, a range of content is offered to support the Equality and Diversity programme and focus on the delivery of a course on Modern Slavery aligned with the RBH strategy to train everyone by 2025.

The target for 2023 was to train 80% of our people and we achieved 74% by the end of August and are on track to hit the 100% target by 2025.

Pay rate	MALE	FEMALE	GAP %
Mean	£14.05	£12.45	11.4%
Median	£10.87	£10.28	5.5%

DISABILITIES

Each of our managed hotels has ramp access, a wheelchair lift or a secondary-level entrance for wheelchair users. We also offer educational and awareness courses for employees as part of our learning suite, such as Learning Disability Awareness, Disability and Discrimination and Equality in the Workplace.

COMMUNITY OUTREACH

In March 2022 we launched a new two-year partnership with Mental Health UK to raise significant funds and awareness of the importance of mental health in hospitality and beyond.

The UK-wide charity provides support and services for some of the biggest societal challenges that pose a threat to people's mental health, including money problems, loneliness and isolation. In addition, Mental Health UK helps to promote awareness and understanding of mental health conditions, and how to access the right support.

This partnership has become a core part of RBH's Giving Something Back promise which pledges to support its community, as well as its established Tree of Life Health & Wellbeing programme to promote and encourage staff wellbeing.

RBH runs awareness campaigns such as Time To Talk Day (3 February) in which each member of the RBH team and its portfolio of 45+ hotels is encouraged to download Mental Health UK's Conversation Guide – a challenge in which they should aim to have one conversation with someone about how they're feeling. Employees are also being urged to watch Mental Health UK's webinar on How to talk to your manager about your mental health for the first time. Finally, the teams have been invited to join Clic, Mental Health UK's online community platform which offers peer support, access to forums and information.

In addition to the management company's central fundraising schemes, each of our hotels is encouraged to run its own independent events and staff initiatives to support the cause. With just £60 funding someone to be part of a peer support group for an entire year, RBH is seeking to directly help hundreds of lives in the following year, as well as indirectly influencing thousands more through its awareness efforts.

We supported the 4Louis charity from 2019 to March 2022. 4Louis is a charity in the United Kingdom which works across the country to help anyone affected by miscarriage, stillbirth and the death of a baby or child. The charity also works to improve the care bereaved families receive

from healthcare and other professionals. By March 2022, in the decade previously, we had donated £340,000 to a total of four charities.

We also offer employees in our offices and managed hotels three paid leave days per year to volunteer for our chosen charity. We aim to have 25% of employees using their full allocation of paid charity days by August 2025.

“Every few years, we seek to support a worthy charity that aligns particularly closely with our company values. It is our people who choose our new charity via a vote, so the fact that they have opted for a mental health charity illustrates how important it is to us. We put a lot of work into campaigning the importance of the wellbeing of our workforce and the whole hospitality industry, so the work of Mental Health UK is a great fit. We're delighted to be undertaking efforts that simultaneously positively impact our employees with increased support and tools, as well as hopefully raising a significant amount of money to aid the charity's resources.” – HR Director, Martin MacPhail



GIVING SOMETHING BACK TO OUR COMMUNITY

We consistently deliver for our UK Charity Partner, as chosen by our people:

2014-2015:



2016-2018:



2019-2021:



2022:



We are committed to making a positive impact in everything we do as a team and as a business, and giving back to each of our local communities is a key part of that. All our hotels and offices are involved in local schools and community projects and have each signed the Hotelier's Charter to promote hospitality careers.

We are also proud partners of Room to Reward which offers hotel breaks for hidden heroes. In 2023 we donated 9 breaks supporting smaller charities across the UK, stretching from Dundee to the Kent coast.

£340,000
donated to a total of four charities
by March 2022

GOVERNANCE



RESPONSIBLE GOVERNANCE

Strong corporate governance, as well as a robust framework of policies and procedures, is critical to protecting our investors' capital and our team. Our strict practices, including financial, GDPR and PCI-DSS compliance, are driven by our internal committees and support our approach to ESG.

RBH has both a shareholder Board and an Operating Board which is referred to as Exco (Executive Committee). In Governance our focus is on three core areas:

- Risk Management,
- Business Ethics and Anti-Corruption
- Financial Governance and Data Management

Open communication channels are imperative, so we promote both free-flowing conversations and formal reporting structures.

Our CEO David Hart, Chief Financial Officer, Andrew Robb, and Managing Director, Susan Bland, report financial and operational performance to the Shareholder Board every quarter and as part of the board pack receive an ESG update. The Exco is made up of the directors of the company, and these are the individuals who are responsible for leading and delivering our ESG strategy. In addition, ESG updates are given to our hotel owners in quarterly meetings, to our hotel General Managers in quarterly meetings plus monthly updates on their Green Tourism progress.

OWNER ENGAGEMENT

We operate our hotels on behalf of owners, and we have regular contact with those owners and also have a formal diary of communication. We have quarterly calls where we share our view of market changes, forecasts and what we are doing as a business to aid them, plus an annual Owners' Conference to further build relationships with this key stakeholder group. We have a strong sense of community which provides an opportunity for the growth and strengthening of our partnerships feeding through to our business strategy

The RBH Owners Lounge, backed by our Business Intelligence platform, allows our owners to access real-time information on their hotel as well as the latest RBH and industry news. The rationale behind the reporting is to provide instant access to data as soon as it is available which we believe to be imperative to aid the dynamic nature of our business.

The type of reports available to owners include daily Smith Travel Accommodations Report (STAR) from STR Global – the global hotel industry standard for improving performance, weekly revenue reporting, monthly guest satisfaction reports as well as monthly financial reporting and live hotel forecasts.



ESG COMMITTEE

Our Environmental Committee was established in 2019 and acts as an umbrella for many of our environmental initiatives, including our Sustainability Policy. The Committee meets monthly and consists of our Managing Director, Susan Bland, our Chief Technical Officer, Gregor MacNaughton, and our Group Property and Capital Manager, Stevie Masterson. Operations Directors, our Head of Group Procurement and junior office and hotel-based staff are also members. The plans, actions and achievements from this committee are fed upwards to our ESG Committee, which was introduced in 2021 and aligns the various ESG workstreams to the RBH ESG Wheel model, plus reports to all key stakeholders on our progress. The latter committee meets quarterly and is chaired by Susan Bland. The participants are the heads of each of the Environmental, Social and Governance parts of the business, Gregor MacNaughton, Martin MacPhail and Stuart Houston respectively.

RISK MANAGEMENT

Our approach to risk is comprehensive – keeping our employees, partners and guests safe is paramount. Our Risk Committee is chaired by our CEO, David Hart and attended by management including our Health & Safety Manager, Operations Director, Finance Director, Human Resources Director and other members of the senior team who are subject specialists. Monthly meetings help the Committee map and review risk factors in both our office and hotels through a central Risk Register. In recognition of our high-quality approach to risk management, we have secured two Primary Authority Partnerships for fire safety, health and safety, and food safety, therefore de-risking operations for RBH and hotel owners.

At the hotel level, we have a template Crisis Manual, which we give to each hotel for them to specify to their needs. Our management team reviews the manual as part of the audit to ensure continuity across the Group. The Crisis Manual was developed to support the hotel team during the initial stages of an incident with access to RBH Specialists. Depending on the situation, colleagues from Health and Safety, Legal, PR, Operations and Facilities Management can help the hotel remotely. At the group level, we have a Business Continuity Plan which is reviewed every three years. In addition, our Shooting Stars training programme gives our employees guidance on emergencies, such as active shooters or a dynamic lockdown.

HEALTH AND SAFETY

Ensuring all persons under our management and influence are healthy is foremost in our list of priorities. Our two prime risks in terms of 'pure hazards' to employees and guests are fire and legionella pneumophila proliferation within a hotel's water system. We have extensive processes to manage fire risk, with each hotel having its own Fire and Life Safety (FLS) Committee. To align hotels' risk awareness, we communicate directly with each hotel's FLS representative to ensure they are aware of specific trends / accident rates across our business. Hotel management teams also frequently join the FLS Training Sessions. We manage the risk of legionella by implementing a detailed Water Hygiene system based on thermal controls and regular sampling.

WHISTLEBLOWING

We are committed to operating our hotels and offices ethically and with integrity and creating a work environment free of corruption, malpractice and wrongdoing. All employees are trained in our Whistleblowing Policy and have access to this and all other relevant policies through our Smile employee intranet. Our Whistleblowing Policy details how colleagues can report their concerns concerning:

- Accounting and auditing matters
- Conflicts of interest
- Discrimination or harassment
- Falsification of reports or records
- Theft or misuse of company assets
- Unsafe working conditions
- Violation of law or policy

Should any of these situations occur within the company or one of its hotels, RBH would encourage all employees to inform the Company of this wrongdoing and allow them to deal with it formally. Our Whistleblowing Policy gives clear direction on the process for making this kind of disclosure and the protection afforded to the employee in doing so.

DATA MANAGEMENT

We take data very seriously. We have a strict programme for General Data Protection Regulation (GDPR) and PCI-DSS compliance, with our GDPR committee meeting every month with the Chief Information Officer (CIO). If a development might have a broader impact on our business, we immediately share the information with the Risk Committee, which is chaired by our CEO, David Hart. Members of our senior leadership are also engaged with hotel brands via various committees and workstreams. For example, our team joins committee meetings held by IHG and Marriott.

We have a Data Privacy Policy and a formal reporting structure. This includes an incident register and a well-established and well-communicated incident response plan to ensure business continuity, all of which apply to both our offices and managed hotels. We also have a standardised solution for Anti-Virus and End Point security across the portfolio and use CrowdStrike cybersecurity.

Cyber protection is provided by Barracuda for inbound traffic and Cisco for outbound traffic. Hotel guests' data is stored on-site at hotels and on the cloud. It is usually managed by the hotel brand or third-party vendors. Data is acquired via the brands and/or vendors in terms of guest profiles and/or financials. During this transition, the data is fully encrypted and we use secure and private communication channels. We do not purchase any guest data.

HELLO AND GOODBYE

Every time a new hotel joins or leaves our portfolio, our IT specialist assigned to the hotel conducts a comprehensive onboarding and offboarding process to ensure a safe and seamless transition. Any data and information that is transferred to the new management of the hotel is fully vetted to ensure safety and compliance, which includes the processing of GDPR. When a new hotel joins our portfolio, we hold a formal annual review from its joining date.

STAYING SHARP

Our IT team works hard to stay one step ahead of the ever-evolving threat matrix. The team is always available to provide real-time support and all members complete regular training programmes. Additional meetings are scheduled if compliance standards are updated, either internally or externally. The team also meets quarterly to test and review the company's cyber response system.

All our employees must undergo regular end-user training against phishing and malware attacks. Plus, there are strict password policies for staff using computers, including a mandated 60-day resetting of passwords and 2Factor authentication. When systems hold sensitive or guest data, all external parties must prove they are PCI-DSS credited. We conduct regular checks to ensure compliance and data security.



RBH
HOSPITALITY MANAGEMENT



**SUSTAINABLE
ADVANTAGE**

Sustainable Advantage
Hersham Place Technology Park
Molesey Road, Hersham
Walton-on-Thames
Surrey
KT12 4RS

info@sustainable-advantage.com

sustainable-advantage.com

0203 544 2030