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# SUSTAINABILITY REPORT

National Corporation for Tourism and Hotels







## Letter to Stakeholders

We are pleased to present this Sustainability Report as our commitment to you, the economy, the environment, and our people. Our report remains to highlight our progress and as continuous showcase of the Company's governance as a whole and its practices as a leading corporation for tourism, catering, and support services.

In an economic world where changes are fast paced and can be material or significant, we have made it our mission to preserve our steadfast commitment to our sustainable goals critical for the company's success. We move towards generating positive societal impact and a sustainable competitive advantage as a result of the increasing stakeholder expectations on data for sustainable initiatives.

As we progress and continue to grow, our pledge to service excellence will always remain true. Our dedication to sustainability will always be a challenge but the rewards will always outweigh the derived benefits.



## About this Report

This report has been prepared in accordance with the GRI Standards: Universal Standards 2021.

## Report Assurance

All necessary information has been supplied by each and respective division and has been reviewed and accessed by the department heads. Internal review were also dedicated to ensure the quality and correctness of the information. Our Annual Report for the year 2022 has been audited by PricewaterhouseCoopers.

## Scope of the Report

This report presents our activities during the year 2022 in the United Arab Emirates only. Financial and statistical data includes the head office, retail, catering, and owned hotels – unless stated otherwise. All monetary figures are expressed in United Arab Emirates Dirhams.

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A large group of people, including chefs and business professionals, posing in a circular formation on a tiled floor. The group is diverse in age and ethnicity, and many are wearing white chef uniforms with tall hats. The background is a large, open space with a checkered tile floor.

# CORPORATION OVERVIEW

Our History  
Message from our Chairman  
Message from our CEO  
Our Mission & Values  
Corporate Governance  
Ownership Structure  
Financial Performance  
Our Corporate Divisions



## Our History

Boundaries do not exist in the world of tourism. A fast-growing industry that continues to make our world smaller, yet larger at the same time. Every day it transports visitors from the four corners of the globe and introduces them to various cultures and traditions, a variety of cuisines, sights and sounds. An endless choice of foreign lands beckons to be discovered. Through organized tours, hotel bookings and transportation, tourism has educated as well as entertained its people.

The National Corporation for Tourism & Hotels (NCT&H) contributes to the promotion of Abu Dhabi as a tourist and international destination. The four directions it has followed are: hotels, catering services, transport and retail. Each division is manned by an experienced management team and provides its customers with a variety of superior services.

NCT&H doesn't only target sun seekers and shoppers, because it believes that all Abu Dhabi holiday travelers and organized groups are searching for alternatives that promise personal enrichment. It intends to assist in making each and every Abu Dhabi vacation an adventure filled with inter-cultural diversity, where tourists have an opportunity to meet the people of the region, see the country and experience Arabia.





## Message from our Chairman

The National Corporation for Tourism & Hotels (NCT&H) operates hotel and food businesses under the framework for good corporate governance and effective risk management, adheres to the principles of sustainability, offers a superior service experience and delivers valuable meals to customers. The company recognizes all stakeholders throughout the supply chain and strives to become a good citizen of the society and create a balance for sustainability in the economy, society, and environment to enhance competitiveness and value of the organizations in the long term.

We are committed to developing sustainability strategies to support sustainable economic growth and social development. To create a sustainable balance in the economic dimension, the company is committed to improving the quality of its services and products to meet the needs of all customer groups. In terms of society, it aims to bring about security to the society and community by developing the skills and potential of its employees, creating jobs, professions, and distributing income to ensure a sustainable society. For the environmental dimension, it has been committed to conducting businesses that are environmentally friendly at all stages of its operations and taking into account both short- and long-term environmental impacts throughout the supply chain.

The economy remained in a challenging period for 2022 and the Board's direction is to continue pursuing ways to control cost at every possible level, and to look for other opportunities that will benefit the organization during this current market condition.

On behalf of my colleagues – the member of the Board of Directors, I would like to thank the Shareholders, the public and private establishments, the Management, and the Employees of the Corporation, for their continued trust and support.

H.H. Sheikh Hamdan Bin Mubarak Al Nahyan

Chairman of the Board







## Message from our CEO

In today's ever changing business environment, it has become progressively more competitive to chart a way for the future. For this reason, NCT&H is constantly looking at innovative ways to diversify its portfolio. NCT&H has an extensive track record of success not only the hospitality industry, but also contributing to the catering and transport market. Our achievements can be attributed to our panel of experts and their teams devotedly working to progress our mission of service excellence in the hospitality industry. Our vision is simple, service excellence. We don't accept anything less than the highest level of customer satisfaction and neither should our clients.

NCT&H is the proud owner of some of the most prestigious hotels in Abu Dhabi Emirate. We are always looking at expanding and diversify our property portfolio, being it owned or managed. At NCT&H, we have also extended our expertise to develop new and exciting premium restaurant concepts. I would like to thank the Board, executive leadership and all the employees of NCT&H for their contribution to a dynamic and successful company.

Mr. Hany Farag  
Chief Executive Officer



## Our Mission & Values

The National Corporation for Tourism & Hotels (NCT&H) core values of respect, integrity and service excellence are the code by which it operates. Coupled with recognition, awards, and partnership; NCT&H has set a new gold standard in Abu Dhabi hotel operations, catering, retail, and transportation.

These core values represent links that bind our stakeholders and business associates together through a win-win partnership. Based on the fundamental core values,

NCT&H is firmly committed to manage and realize owners' and partners' entrusted vision for the Abu Dhabi tourism industry.





## Corporate Governance

### Board of Directors

The Board of Directors are all UAE nationals. The BOD has been active in building a strong corporate governance culture that plays an important role in defining and implementing the standards of responsibility that enable the management to manage the Corporation to the best benefits for shareholders.

### Audit Committee

Audit Committee acknowledges the responsibility for review of work mechanism and ensuring its effectiveness. One of the roles of the audit committee is to also oversee the work of both the internal and external auditors.

### Chief Executive Officer

The CEO is responsible for corporate representation and the expansion of its activities inside and outside the borders of UAE.

### Executive Management

Manages the Corporation's business and provides guidance to the executive body in line with the Corporation's objectives, strategies and policies prescribed by the Board of Directors and the provisions of the law and of other legislation related to the work of the Corporation and its activities.

### Nomination & Remuneration Committee

Defines policies and criteria for nomination, periodic review, succession, appointment and termination, ensuring the Independence of independent members and conflict of interest.

### Follow-up & Supervision Committee of Insider's Transaction

Responsible in notifying insiders with the required controls and legal responsibilities.

### Sustainability Committee

Our current governance structures allows us to support the sustainability programs available in the Corporation.





## Ownership Structure

Share Capital	817,296,480.00
Listing Date	November 15, 2000
Incorporation	December 11, 1996
Legal Entity	Public Joint – Stock Company
Auditor	PricewaterhouseCoopers

Our ownership comprises a percentage of 99.84 local – 79.61 are individually owned while 20.23 are owned by companies. The remaining 0.16 is currently owned by Arabs and other nationalities. In 2022, 31.4 million bonus shares were issued to shareholders.

## Financial Performance

Below is an overview of our financial performance for the calendar year 2022. These consolidated financial statements are presented in UAE Dirhams (AED) which is the functional currency of the Group.

Financial Position	2022	2021 (Restated)	Increase/ (Decrease)	% Change
Total Assets	2,830,455,968	2,881,020,192	(50,564,224)	-1.76%
Net Revenue	710,597,888	759,362,202	(48,764,314)	-6.42%
Net Profit	63,975,609	101,490,920	(37,515,311)	-36.96%

Segment Revenue	2022	2021	Increase/ (Decrease)	% Change
Hotels	160,834,996	164,619,462	(3,784,466)	-2.30%
Retail	60,887,984	68,594,162	(7,706,178)	-11.23%
Catering	497,220,817	533,369,454	(36,148,637)	-6.78%





## Our Corporate Divisions

For management purposes, the Group is currently organized into four major operating segments. These segments are the basis on which the Group reports its primary segmental information.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocations and performance management. Segment performance is measured based on profit or loss. The Group has only one geographical segment – United Arab Emirates.

## Hotels & Resorts

A Leader in Abu Dhabi Hotel Management & Operation. The National Corporation for Tourism & Hotels (NCT&H) owns and manages some of the best Abu Dhabi hotels and resorts, such as the InterContinental Hotel Abu Dhabi, a unique luxury urban resort; the Danat Al Ain Resort, embedded in the famous "Garden City of the Gulf"; as well as the Danat Jebel Dhanna Resort and Dhafra Beach Hotel, both located close to Sir Baniyas Island featuring an 800-meter private beach settings ideal for business and leisure travelers. Featuring luxury amenities and authentic Arab hospitality, each resort property sets an unparalleled standard for Abu Dhabi accommodation and lodging.

NCT&H provides asset management and owner representation services in order to maximize returns and enhance asset value to its clients. NCT&H is able to assist ownership in improving asset value through working closely with hotel management companies and hotels owners, managing cash flow and controlling FF&E and capital expenditure.

We do have a thorough understanding of the investment cycle, therefore, we can advise our clients on what the best investment options are, as well as operational and other strategies aimed at unlocking value of our partners.



## Catering & Support Services

NCT&H Catering and Support Services division was established in 1996 to provide catering and facility management services to organizations across a range of sectors throughout the United Arab Emirates. Our knowledge of international best practice combined with solid experience in local markets positions us as a leading partner in providing comprehensive solutions for our client's individual needs.

As the first Catering and Support Services Company in the Middle East to have achieved 18001 OHSAS accreditation, we are fully committed in promoting the highest Health, Safety & Environmental standards in catering, support services, and human resources. Our Catering Division is the first catering and support Services Company in the region to upgrade 18001 into 45001:2018. We provide a wide array of specialized services to include:

- Contract Food Service
- Camp Accommodation Services
- Facility Management
- Building Maintenance
- Office Services
- Housekeeping and Janitorial Services
- Landscaping
- Pest Control
- Laundry Services
- Recreation Services
- Kitchen Design and Equipment Supply
- Turnkey Service, including planning and construction of all facilities







## Retail Division

NCT&H Retail Division operations essentially involve importing, marketing, distribution and retailing of beverage retail brands with due respect to the laws and regulations of the UAE.

Cheers Abu Dhabi. “Cheers” aims to be the premier retail concept in Abu Dhabi. Our vision is the modernization of the Abu Dhabi retail shopping experience for our customers. From the effective management of a relevant and meaningful range, promotional and merchandising initiatives that go beyond customer expectations combined with the recruitment and training of experienced and knowledgeable staff for a confident personal service that cannot be beaten.

Hotels, Clubs, Nightclubs & Restaurants. The NCT&H On-trade team services and distributes our agency brands to the whole of the Abu Dhabi Market. Our experienced team work hard to create a beneficial offering meeting the requirements of individual accounts. Activation of key marketing activities, distribution focus, brand development and product throughput are all key elements to our success.

NCT&H is committed to contributing back to the community of Abu Dhabi as much as possible.





## Transportation Division

Complementing hotels and catering operations, NCT&H partners with the National Transport Company – joint venture arrangement, for its transfers and large movement requirements in the UAE. The logistics entity set-up in 2002 boast a wide range of luxury buses and new model Audi and Mercedes Benz vehicles, and offers 24-hours service for car rental, public transportation, airport transport and corporate requirements. The National Transport Company, established in 2002, prides itself with a distinctive fleet of modern luxury buses and new model of Audi and Mercedes Benz vehicles cars, which provide the highest level of comfort and safety for passengers at affordable rates.

NTC's reservation system is the latest technological system in the region, as it enables the operations staff to be in direct contact with the drivers via satellite Global Positioning System (GPS) and Global System for Mobile communication (GSM) mobile phones, which are connected with headphones to the car meters. By using this technology, the operation room directs the driver in order to avoid traffic jams, sends requests for dispatching and destination points and hire fees.





## F&B Concept & Franchising

NCT&H has established a food and beverage track record which includes franchise handling and/or leading developing F&B concepts.

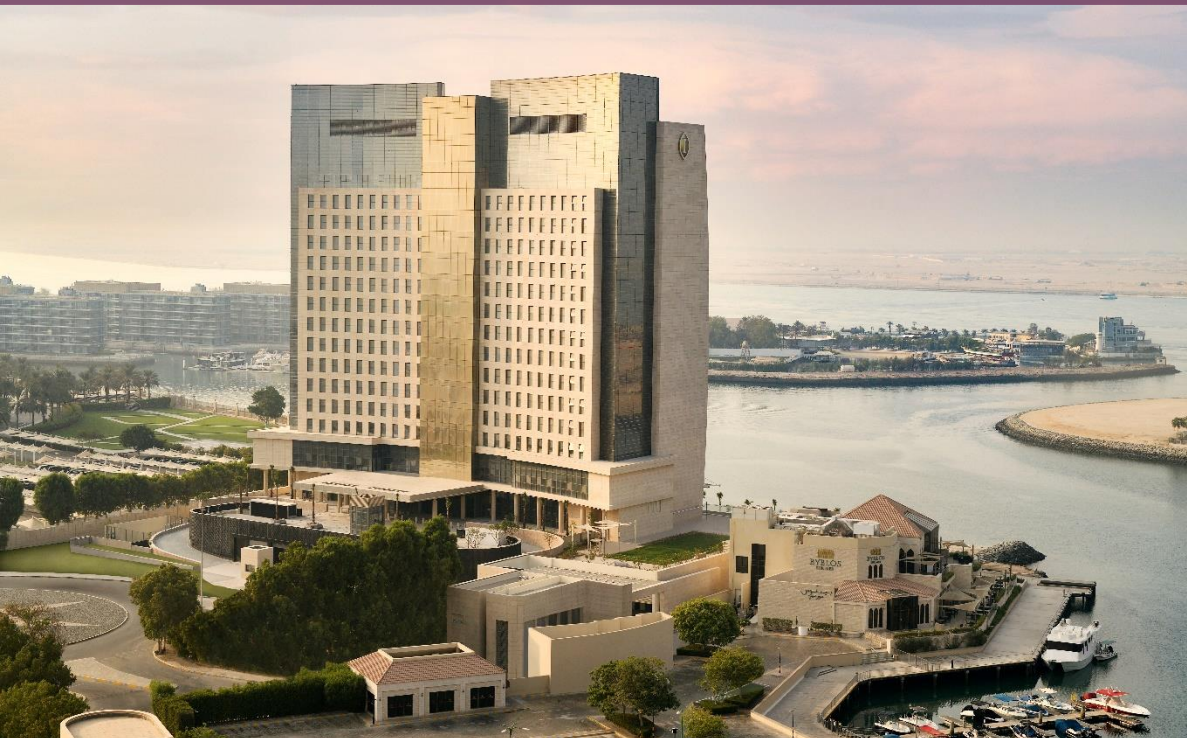
The following are its core brands of exquisite food and beverage concepts:

- Tanjore
- Luce
- Shooters
- Sahria Club
- Tarab Club
- Selections
- Byblos Sur Mer
- Tides Restaurant
- Latitude Jebel Dhanna Bar
- Tea Lounge
- C-View Café
- Waves Jebel Al Dhanna Café
- Zaitoun Jebel Dhanna Restaurant
- Hana Al Dhafra Bar
- Mayadeen Al Dhafra Restaurant
- Café at the lobby
- The Bay Shore
- Fishmarket
- Chamas Churrascaria Brazilian Restaurant
- Arabesque

The following are franchise agreement with local and international affiliations.

- The Belgian Café
- Cho Gao Marina Walk
- McGettigan's





## Development & Projects

As part of the National Corporation for Tourism & Hotels strategic road map to bring a new dimension of classic luxury hotels and style, NCT&H is working on developing various Abu Dhabi luxury hotels, which, combined with our legendary Arab hospitality, brings an unparalleled service level to the region.

### Intercontinental Grand Marina Residences

Situated in Al Bateen will feature luxury serviced apartments ranging from studios to three-bedrooms with beautiful sea views and an exclusive private beach. The residences will also have all-day dining options, premium pool and spa facilities with an access to the short walking distance Marina. This project has resulted from a 20-year management agreement with NCT&H and InterContinental Grand Marina Residences, and it is expected to be completed by February 2023 with 130 keys. The project has been continuously monitored to be in compliance with Environmental requirements of Environment Agency - Abu Dhabi. The environmental audit report for Quarter 4 of 2021 was approved by the said agency. In year 2022, the environmental monitoring report conducted by the registered environmental consultant has proven to be largely compliant with the monitoring requirements of the Construction Environmental Management Plan (CEMP).



# ECONOMIC RESPONSIBILITY

Highlights of 2022

Governance & Integrity

Compliance & Ethics

Risk Management

Business Continuity

Supporting Local Suppliers

Employment Sustainability

Government Assistance

Sustainability Strategy





## Highlights of 2022

The opening of **Intercontinental Grand Marina Residences** is a significant milestone with its modern amenities and prime location. The new hotel residence is poised to become a popular destination for those seeking comfort and luxury. The new hotel residence provides a convenient and comfortable base from which to explore the surrounding area. With its close proximity to local attractions, shopping, dining and entertainment options, guests can enjoy a true taste of the local culture. With its exceptional facilities, dedicated staff, and commitment to providing the best possible experience for guests, this hotel is sure to be a popular choice for years to come.

The Emiratization Rate in the Corporation's Head Office reached 6% in 2020 and remained 6% through 2021 and 2022.

NCT&H signed a contract with Abu Dhabi National Oil Company (ADNOC) for the provision of food catering services for ADNOC Drilling sites from 2022 to 2027. This agreement strengthens both companies' dedication to supporting local products and services as well as the growth and diversity of the country's food industry.







## Governance & Integrity

The National Corporation for Tourism and Hotels is committed to the highest standards of management, deriving its values and strategies from a system that integrates ethics, transparency, integrity, disclosure, accountability, and the practices of leading and compliant companies. The Board of Directors has been active in building a strong corporate governance culture that plays an important role in defining and implementing the standards of responsibility that enable the management to manage the Corporation to the best benefit for shareholders.

The role of the management is to run the Corporation's operations and follow the directives of the Board of Directors, ensuring compliance with legal and relevant regulations while pursuing the Corporation's strategic objectives, goals and policies.

Tasks and responsibilities assigned to the executive management includes:

1. Providing accurate periodic reports on the financial position of the Corporation.
2. Procedures taken to manage the risk and the internal control system.
3. Enable the Board of Directors to review the objectives, plans and policies set and to review management's performance.
4. Provide necessary information and documents in a timely manner.
5. Provide the regulatory bodies any information, data, and documents required in accordance with the provisions of the law.

For more information, please refer to our 2022 Corporate Governance Report.



## Compliance & Ethics

Our Corporation prioritizes the principles of accountability, honesty, and integrity in all aspects of its business. We recognize the significance of employee involvement in achieving future success and are dedicated to adopting ethical employment practices to attract and retain staff.

### Competition and Fair Dealing

NCT&H is a firm believer in succeeding through honest business competition. Employees are urged to treat customers, competitors, and colleagues with respect and fairness.

### Equal Opportunities and Anti-Harassment

NCT&H is committed to providing equal opportunities in all aspects of employment and will not tolerate any discrimination or harassment of any sorts.

### Workplace, health, and safety policy

The Company's goal is to provide a consistently safe environment for both our team members and our guests. In an effort to ensure this goal becomes a reality, the Company has put in place policies and procedures to support this goal, and all employees are obligated to comply with the same.







## Risk Management

The ERM framework defines essential components, suggests a common language, and provides a clear direction and guidance for risk management department and its objective in implementing Enterprise Risk Management within the Company. The following four (4) benefits expected to be delivered to the Management:

- Provide Senior Management a clear, objective picture of the total financial impact of different risks faced by the various departments within NCT&H, and insight into how to mitigate them;
- Establishing a shared understanding among its Board, Executive Management, and employees regarding acceptable and unacceptable risks, to ensure that decisions at all levels align with the risk strategy of senior management.
- Prioritize the risks faced and ensure that risk mitigation focuses on the critically identified risks; and,
- Communicate NCT&H's risk management capability to the Board of Directors and related committees.



## Risk Management *(continuation)*

The Board of Directors are committed to fostering a culture of risk management and developing and implementing frameworks, processes, tools and structures that systematically and proactively identify, measure, mitigate and report risks. The purpose and objective of the Risk Management policy is to:

- Communicate objectives and key principles of risk management;
- Develop a common understanding across the Company of acceptable risks, so that decisions across management levels are taken in accordance with the Company's strategy.
- Formalize and communicate consistent process and tools for identifying, measuring, mitigating, monitoring and reporting risks at all levels within the Company; and,
- Hold all staff accountable for managing the key risks within their areas of responsibility and clarify their interactions.





## Business Continuity

The Group has performed an assessment of whether it is a going concern in the light of current economic conditions and all available information about future risks and uncertainties. The projections have been prepared covering the Group's future performance, capital and liquidity. The impact of COVID-19 may continue to evolve, but at the present time, the projections show that the Group has sufficient resources to continue in operational existence and its going concern position remains largely unaffected as of the date of issuance of these consolidated financial statements.

Going forward, the Group is well-positioned to continue improving its resilience and adaptability, and to capitalize on the new opportunities that have emerged. This includes a greater focus on sustainability, enhanced hygiene and safety protocols, and the integration of new technologies to streamline operations and improve guest experience.

## Employment Sustainability

Our culture is all about our employees. The development of our employees is our aim and priority; we share the same commitment to quality. The work we do is carried out to standards beyond best practice in an exciting environment where success thrives. Our clients receive high-quality services thanks to the hard work and dedication of our employees. Besides that, we are reviewing the performance of our employees on annual basis in order to encourage them to work smart and ultimately get the deserved reward as we organize special workshops from time to time in order to raise the spirit and the meaning of the teamwork.



## Supporting Local Suppliers

We encourage our procurement team to incorporate a minimum of 20% of local supplies in their products and services. Local products are given higher priority in terms of supplier selection. Suppliers with high National In-Country Value (ICV) scores are prioritized in awarding the business thereby participating in promoting local vendors and entrepreneurs. The approval of a supplier is based on one or a combination of the multiple criteria including, past experience, certifications, credibility, reputation, HSEQ compliance, internal evaluations, and possible effects to sustainability. The National (ICV) Program is a UAE government program that aims to enhance economic performance and support local industries by focusing higher portions of public spending into the national economy. This is to promote local companies and quality of local products, increase demand for local products and services and eventually contribute to the growth of national GDP.

In 2022, 29% of the Catering suppliers are ICV certified which increased by 9% from the previous year. While NCT&H is also an ICV certified company, Catering has a percentage split on sourcing in value of 35% for local products of major suppliers in the region and 65% for other products, thereby showing our commitment to support the UAE economy. During the year, the NCT&H signed new contracts with local vendors for the supply of food raw materials.





## Sustainability Strategy

Since our founding, sustainability was a core component of our strategic direction and vision, positioning us as pioneers of corporate sustainability in the region and the world and to this day, sustainability is integrated into our operations at all levels. The NCT&H strategy is supported by a stakeholder-focused, data-driven approach that adjusts to changes at the global, regional, and local levels, and meets the needs of stakeholders. Embedded in our approach is the proactive stewardship of the Six Capitals.

1. Natural
2. Human
3. Social and Relationship
4. Manufactured
5. Intellectual
6. Financial



An aerial photograph of a vast, forested mountain range. The mountains are covered in dense green vegetation, and the terrain is rugged with deep valleys and sharp ridges. The sky is filled with soft, white clouds, and the lighting suggests a late afternoon or early morning setting, with a warm glow on the right side of the image.

# **ENVIRONMENTAL DUTY**

Partner of preservation  
Partner for waste reduction  
Waste Management Policy  
Waste Reduction Action Plan  
Waste Management Process



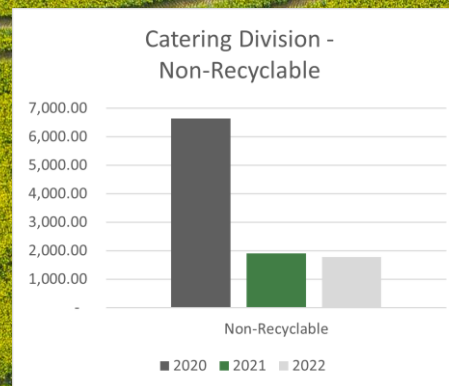
## Partner for waste reduction

NCT&H is regulated by Center for Waste Management, TADWEER. Waste generated by NCT&H is managed as per the guidelines set by TADWEER. All recyclable and non-recyclable waste is disposed of in appropriate recycling centers which are managed by Abu Dhabi Waste Management Center.

In a report issued last 2022, Catering sites disposed of **111.19 tons of Agricultural Farms (Putrescible waste)**, **126.10 tons of recyclable waste which decreased by 29.17% from 2021** and **1,781.79 tons of non-recyclable waste which decreased by 6.47% from the previous year**. Both recyclable and non-recyclable waste are quantified, and measures are in place to reduce it year on year. NCT&H corporate office closely monitors the improvements in terms of waste reduction programs.

### Environmental Initiatives

Hotel division encourages guests to protect the environment through simple yet effective method of encouragement such as recommending that daily washing of towels is unnecessary as part of Go Green initiatives.



### Introduced Recycling Program

All glass bottles and aluminum cans are collected separately and recycled. Plastic materials are collected separately from the place of waste generation including laundry, restaurants and food production areas by an assigned person and recycled. Printer cartridges and batteries are recycled where possible. Wastepaper and cardboard collected from the entire hotel is separated from landfill waste for recycling. Cooking oil is collected by a licensed contractor and recycled.

### Green Practices

The use of lighting, heating and air conditioning is constantly monitored to ensure these resources are not wasted without compromising the comfort of our guests. Motion light sensors are installed in the corridors. Stationery items are reused wherever possible. Soap dispensers are used in public toilets to reduce the waste from under-utilized soap bars. Implementation measures are continually monitored for progress through regular assessment.



## Partner of preservation

### Water Conservation

Hotel rooms have been equipped with low-flow aerator systems for showerheads, toilets and faucets to cut down water consumption. Public area toilets are installed with sensor taps. Waterless and sensor type urinals have been fixed in hotel public area toilets and employees' toilets.

Guests can do their part by opting to have their linens changed on the second night of their stay, in order to reduce the amount of water and chemicals used in the cleaning process. Guests can participate in the towel re-use program, in which they can hang their towels back on the rack and reuse or simply place the towels in the bathtub to be replaced by clean, fresh ones.

### Electrical Energy Conservation

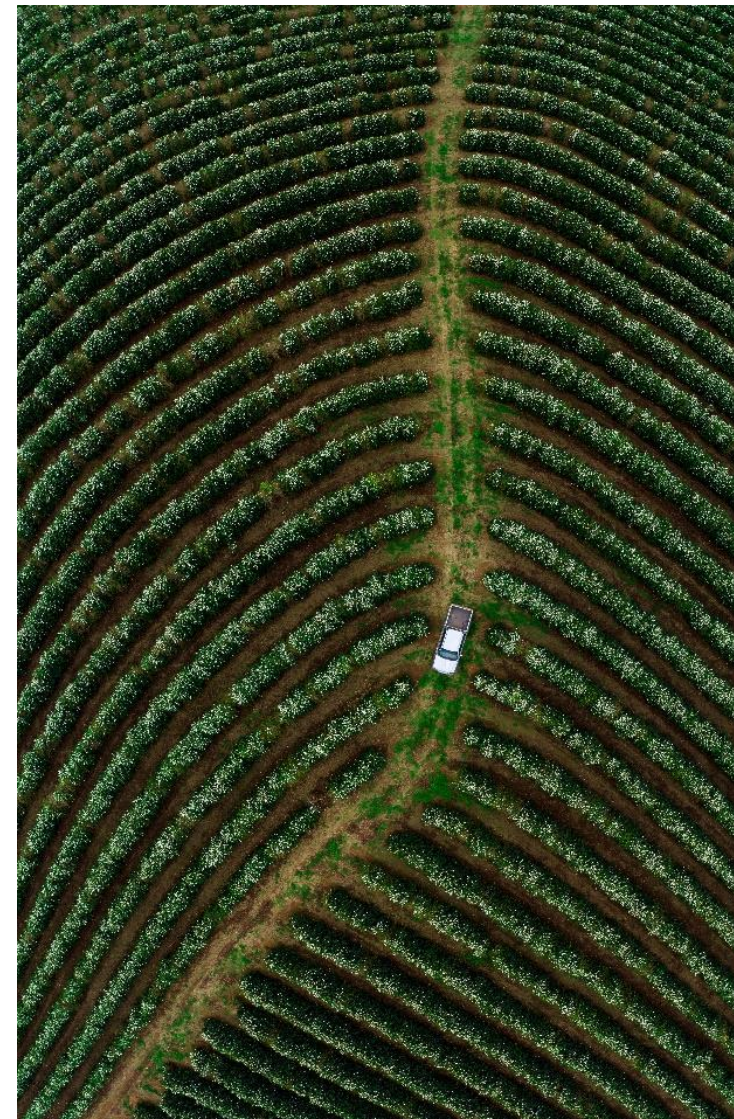
Light-emitting diode (LED), a highly energy-efficient lighting technology is being used within the hotel. All equipment being purchased are Energy Star® compliant. New programmable thermostats in guestrooms eliminate unnecessary energy usage. Energy efficient light bulbs are installed wherever possible and ongoing. Guests can participate by keeping their door closed when the air conditioning is switched on.

### Paper Waste Limitation

Email communications are only printed when necessary. Copies, notes and memos are edited on the computer to avoid printing and reformatting faxes to eliminate cover sheets. Revision features in word processing software is used to edit documents on-screen instead of printing drafts and making handwritten comments. Furthermore, double-sided printing has also been adopted.

To minimize paper utilization, an electronic filing system was adopted. An intranet network is already in place to implement electronic printing which simplifies the transfer of information and reduces the amount of paper wasted in printing drafts and other documents. This system enables employees to eliminate the need for printing by allowing the transfer and exchange of soft versions of documents rather than hard copies among themselves. Every employee is allotted access to the network upon joining the company. Important company policies and documents are stored on the network, which can be accessed by all relevant employees, minimizing the need to circulate hard copies of the same policies and documents.

Advertising and bookings are encouraged via the Hotel web sites to reduce paperwork. There is an on-going program to re-use paper at all hotel offices and reception desk before they are discarded.







### Waste Segregation

Waste segregation at source is already practiced. A proper waste segregation plan is proposed for further actions according to the scope of NCT&H activities. Waste segregation can be done manually or mechanically. Following are the details for waste segregation:

- All waste will be segregated at source as per type of waste (recyclable, non-recyclable/non-putrescible, putrescible and hazardous).
- Wastes shall be collected, segregated and stored in color-coded waste containers for different types of wastes.
- For reuse purposes, some waste such as used printers, computers, or metal will be sold to a downstream vendor and record keeping will be in place.

Source segregation awareness build-up training for employees and staff will be continued in the coming year.

### Green line Environmental Services

We have partnered with Green line Environmental Services to further support us in our objective of efficient and effective waste management. Included in the risk assessment are the following forms of activities and its hazard aspect:

- Collection, construction, demolition of waste
  - Collection of bulky and green waste
  - Waste handling and transportation
  - Chemical handling
  - Cleaning and maintenance of bins and skips
- Mechanical and manual sweeping





## Waste Management Policy

NCT&H has chalked out a waste management policy that is based on the 3Rs strategy. The main aims of the waste management policy are as follows:

### Management Commitment

Top management will ensure the effective and integrated implementation of the waste reduction plan within the organization.

### Encourage and Promote 3Rs Culture

To encourage and promote the organizational culture in coherence with the 3Rs (reduce, reuse, and recycle) strategy.

### Reduce Landfill Waste

The management will ensure the implementation in line with the policy, which aims to enforce minimizing the negative environmental impacts of business activities by reducing the landfill waste and ensuring disposal of waste materials in an environmentally responsible and safe manner.

### Availability of Resource

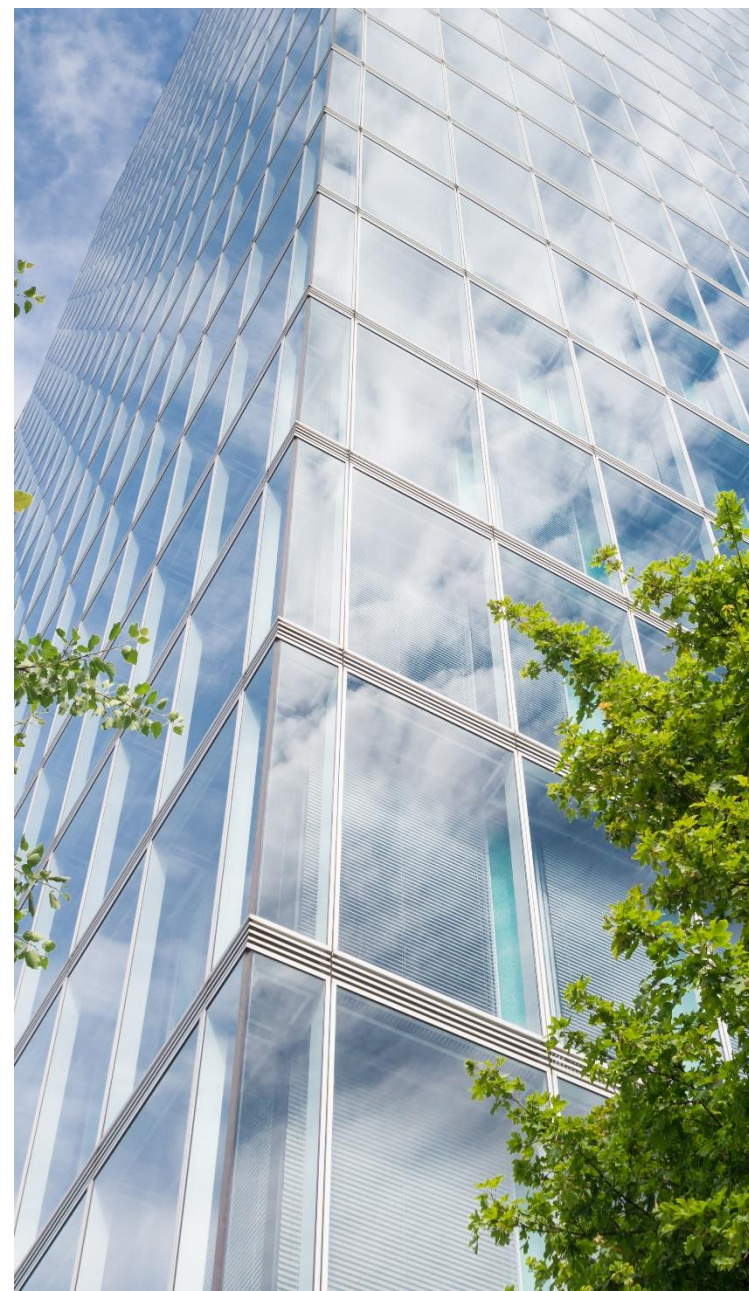
Management will ensure the provision of all resources (financial and human) necessary for the implementation of the Waste Reduction Action Plan.

### Training and Awareness

The management will engage a specific team for the implementation of the Waste Reduction Action Plan. This team will also ensure the provision of training and awareness corresponding to specific roles, responsibilities, and tasks within the integrated framework to achieve the overall objectives.

### Sustainability of Waste Management System

The management will engage a specific team for the implementation of the Waste Reduction Action Plan. This team will also ensure the provision of training and awareness corresponding to specific roles, responsibilities, and tasks within the integrated framework to achieve the overall objectives.





## Waste Reduction Action Plan

As a responsible entity, NCT&H believes in sustainability, respects the local applicable laws and is committed to the implementation of Abu Dhabi Vision 2030. Our WRAP aims to establish a waste management baseline and to reduce waste generation at the NCT&H facility. It also ensures environmentally sound disposal of waste.

This Waste Reduction Action Plan (WRAP) has been prepared for the purpose of clearly identifying the requirements for managing the wastes generated by day-to-day operations of NCT&H in order to achieve:

- **20% overall waste reduction per year** to comply with Tadweer requirements for the Waste Reduction Action Plan (WRAP).
- Procurement of equipment and services for implementation of the **Solid Waste Management** (SWM) system and to provide a baseline for all other types of waste management plans.

- Consolidation of information about the SWM system by conducting well-defined **accountability for generated waste**.
- Compliance with **Waste Reduction Policy**.
- Compliance with **regulatory requirements**
- Increased profitability by **reducing, recycling and reverting** waste from landfill.
- Increased **awareness of employees and staff** so that they can contribute and support the management for the effective implementation of a plan to reduce waste.
- Identification of all types of waste produced during organization activities and to take **appropriate measures to control and reduce** waste.
- Promotion to **reduce, reuse, and recycle culture** in all services and activities of the corporation.

- **Environmentally sound disposal** of waste.
- **Continuous improvement** in the waste management system.
- **Management of waste** contractors

### Types of Waste

NCT&H has a diversified portfolio including catering, support services, facility management, and cleaning services. NCT&H also operates as an environmental service provider and has a permit to practice waste management from Tadweer.

Following is a list of the types of waste generated at NCT&H facilities and other sites where NCT&H is responsible for waste management:

- Inert/Street Sweeping (Garbage)
- Wood Waste
- Paper/Carton
- Plastic
- Chemical/Waste





## Waste Management Process

NCT&H adopts best waste management practices to handle all types of waste (both hazardous and non-hazardous). NCT&H implement the 3Rs program to achieve Waste Reduction Action Plan objectives, including a 20% overall waste reduction in the coming year in line with Centre for Waste Management (CWM) requirements. As far as recyclable waste is concerned, paper, plastic, and wood waste are stored separately after segregation in designated areas/skips for final disposal at recycling facilities.

### NCT&H Client Sites

NCT&H is the CWM approved environmental service providers (ESPs) for the region who can manage waste transportation. Our major partners are ADNOC Gas Processing Bu Hasa, and ADNOC Refining ADRD. The types of waste collected from these facilities consisted of inert/street sweeping (garbage) and wood waste.

### NCT&H Head Office

NCT&H has signed a contract with the CWM approved ESP Zone Waste Management and Recycling-Sole Proprietorship LLC for the collection of waste from its head office. Paper and plastic was produced from this location.

### NCT&H Retail Division

NCT&H has signed a contract with Averda Waste Management LLC for the collection of waste from its retail division.

NCT&H Catering has contract with AVERDA Waste Management LLC for the collection of regular waste, plastic, and cardboard recycling from the central warehouse.



### NCT&H Chemical Store

NCT&H has also signed a contract with the CWM approved ESP Zone Waste Management and Recycling-Sole Proprietorship LLC for the collection of waste from its chemical store. Chemical waste was generated from this facility.





## Corporation Programs

### Earth Hour (March 24, 2022)

Our hotels participated in the global initiative, called Earth Hour, organized by World Wide Fund for Nature (WWF). This symbolic lights-out event is a movement in uniting everyone to act on climate crisis and to protect the planet. The celebration is a symbol of a broader commitment toward nature and our planet. For further details, refer to <https://www.earthhour.org/faqs>.

### Beach Cleaning

Nature is something we have always admired. The views through the hotel rooms are nothing but breathtaking. Yet, we sometimes take this for granted. We, as a community, believe that every act of kindness toward nature would return to us in tenfold. We hope that through this initiative, we may inspire others to take care more of our nature – even through small acts.

### Water Saving Awareness

To raise awareness of home water conservation, DJDR held an awareness initiative to encourage staff to conserve water when possible.



### Sewage Treatment Plant

One of our owned hotels – Danat Jebel Dhanna Resort, is able to recycle and reuse water. All purified and recycled water are being used for the irrigation system to maintain hotels garden areas, plants and trees. Lab testing is periodically performed to ensure that the produced recycled water does not result to any risk to anyone staying in our property. This was made possible through our partnership with Enleon Technical Services L.L.C.

### Food Wastage Program

Another initiative taken is the implementation of food waste reduction camping and training. According to United Nations, around 14% of the world's food is lost after harvest, and an estimated 17% is wasted at the retail and consumption levels. This food loss and waste contribute to an unstable climate and catastrophic weather events like droughts and flooding by making up 8 to 10% of all global GHG emissions. Food security and availability can also be significantly impacted by food loss and waste, which consequently raises food cost. The Food Wastage Program is great reminder to highlight actions and innovation to reduce food waste through the efforts of our employee community.

### Green Parking (EV Charging Stations)

One of the initiatives taken by the corporation is making available EV Charging stations in our owned hotels. Through the partnership with Future Link, Porsche, & Tesla, may now recharge their vehicles in the Hotels. By opening an avenue for renewable energy consumption, it allows us to decrease the number of consumers who are still tied up with using non-renewable sources. As a background, non-renewable energy are sources that carries great risk of depletion. Examples of this are coal, petroleum, and natural gases.





## Corporation Programs

### Plastic Bottle Collection Campaign and Tree Planting

NCT&H was awarded a certificate of appreciation by the Emirates Environmental Group for contributing 1,035 Kg of plastic thereby planting 10 trees as part of EEG's linking the Recycling Programme with the Planting Programme. It is humbling to return to nature, what nature has been constantly giving us. We are the seeds that the past has planted and through this simple act we hope that the future generations would benefit from these seeds.

### Used Linens Donation

Catering was recognized by the Emirates Red Crescent, a volunteer humanitarian organization, for donating used linens for the needy people. These linens are almost new and reusable which are used for short to medium term projects with Catering division's customers.

### Desert Cleaning Campaign

As part of NCT&H commitment to (HSEQ), management and staff engaged in a cleaning exercise in ADNOC Buhasa Central Camp.



To

### National Corporation for Tourism and Hotels

For participating in the "One Root, One Communi-Tree Project" (Phase 1) and collecting 1,035 kg of Plastic.  
You are eligible to plant 10 Trees at the  
"For Our Emirates We Plant!"  
On 22.12.22

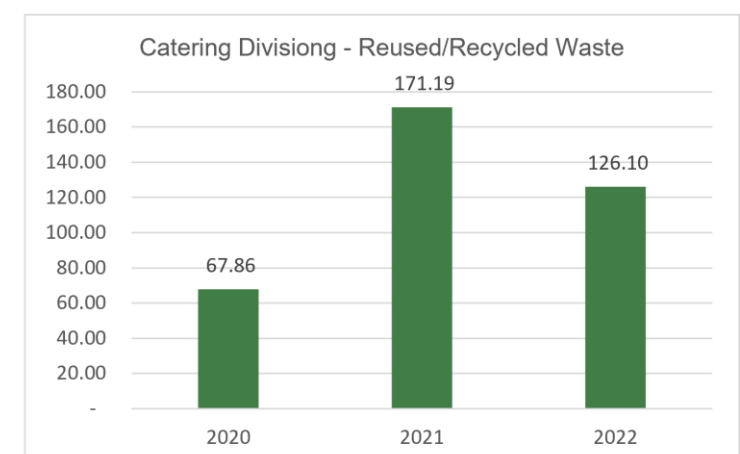
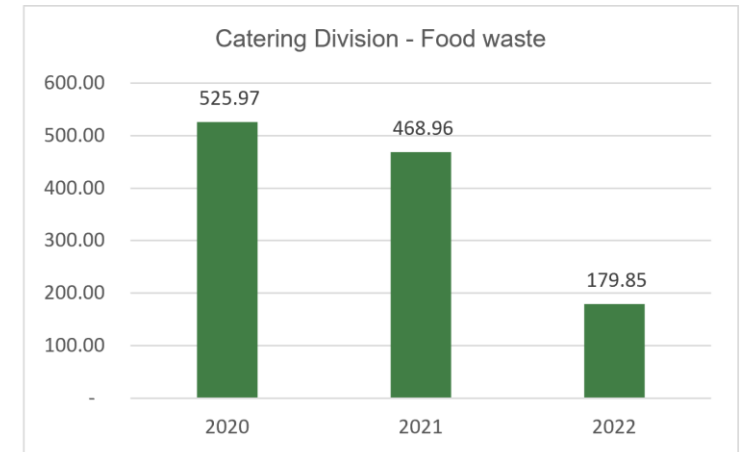
02.06.2022  
Date issued




## Data Statistics

### Performance metrics

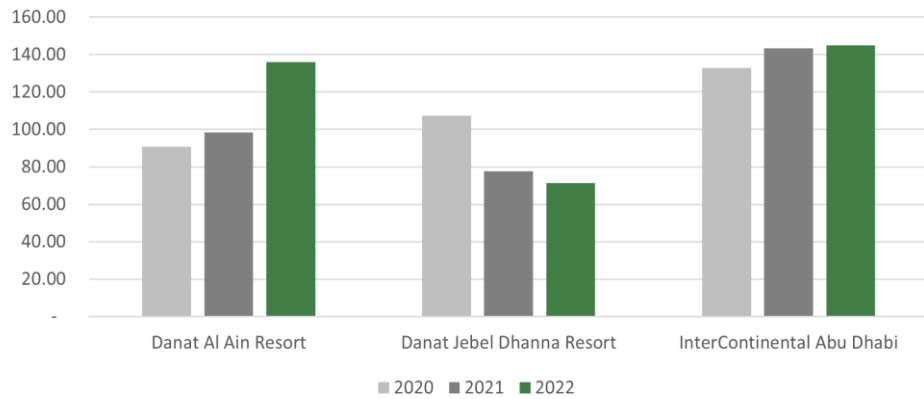
2022 continued to be a challenging year for everyone, we have pushed our best efforts to achieve reduction of waste while increasing our efforts in recycling. However, it would be noted that we had difficulties in waste recycling specifically for owned hotels. Our Catering division on the other hand, was able to support said recycling which decreased by 29.17%. Food waste for the Owned hotels and Catering division have also decreased significantly through limitation of waste (e.g., by using only what is necessary) as well as due to the demobilization of some camp sites for Catering division. This would not be possible without the support of our customers who have participated in our initiatives. Figures presented are in Ton.



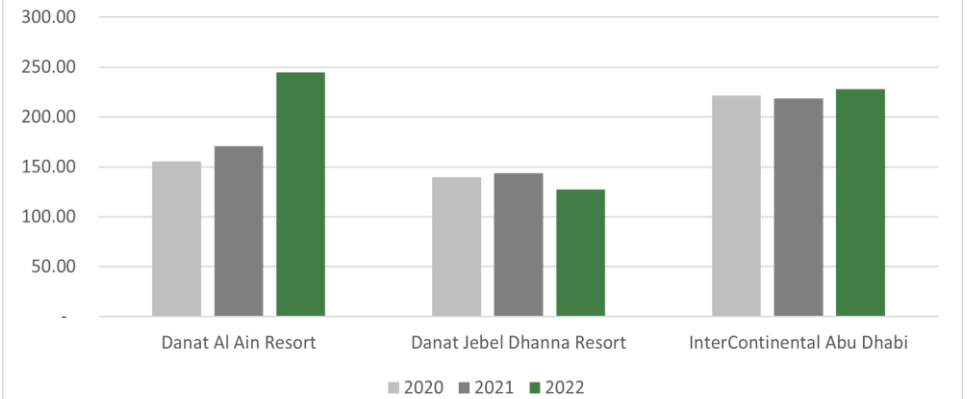


## Data Statistics

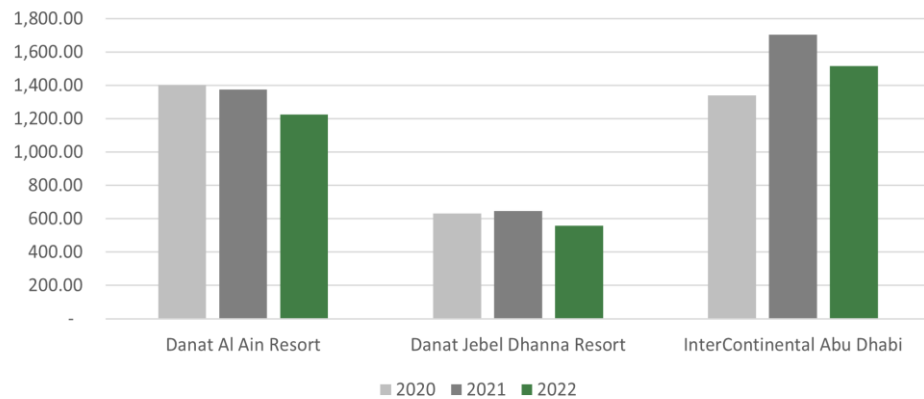
Electric Consumption - Per Available Room (KwH)



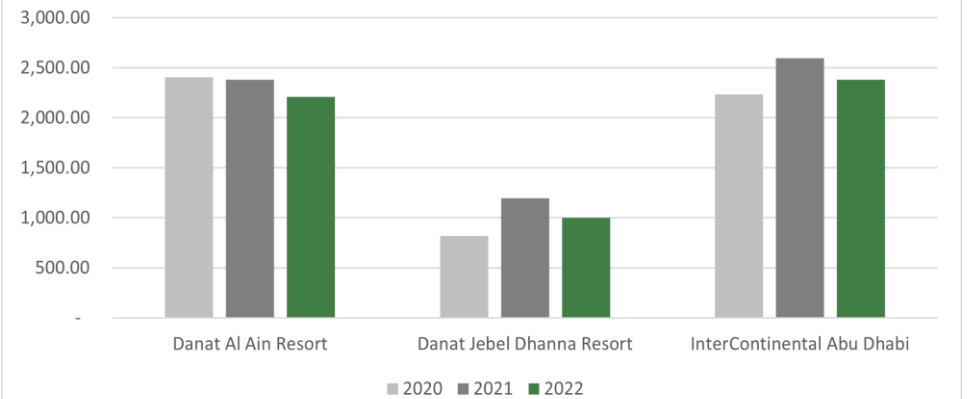
Electric Consumption - Per Occupied Room (KwH)



Water Consumption - Per Available Room (Liters)

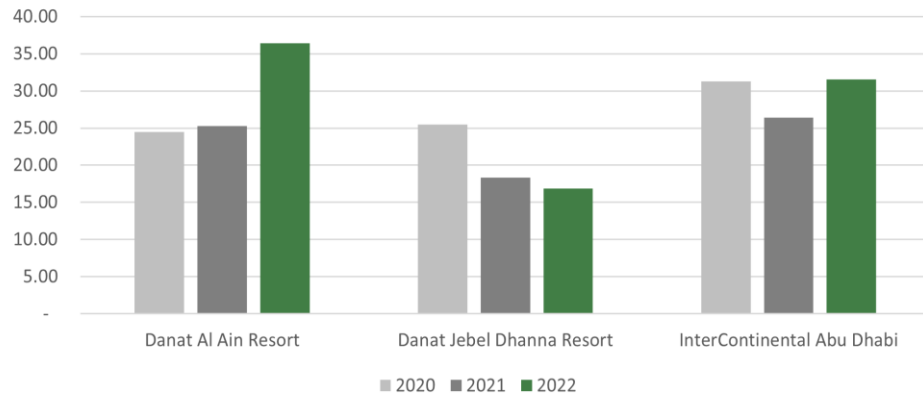


Water Consumption - Per Occupied Room (Liters)

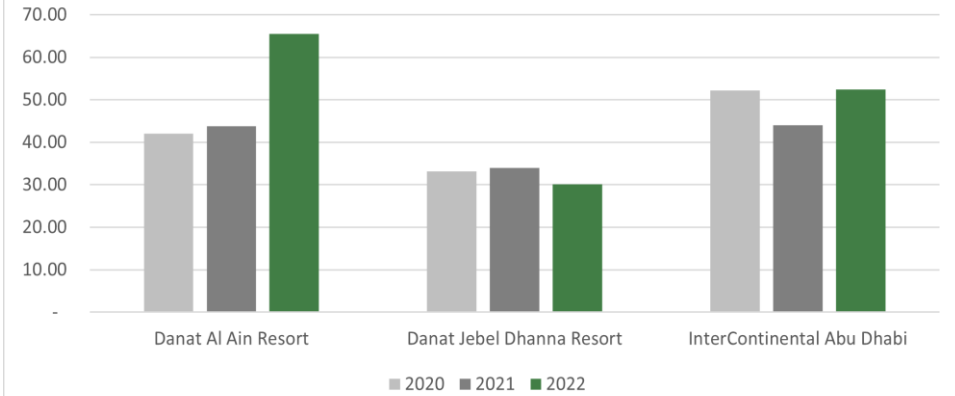


## Data Statistics

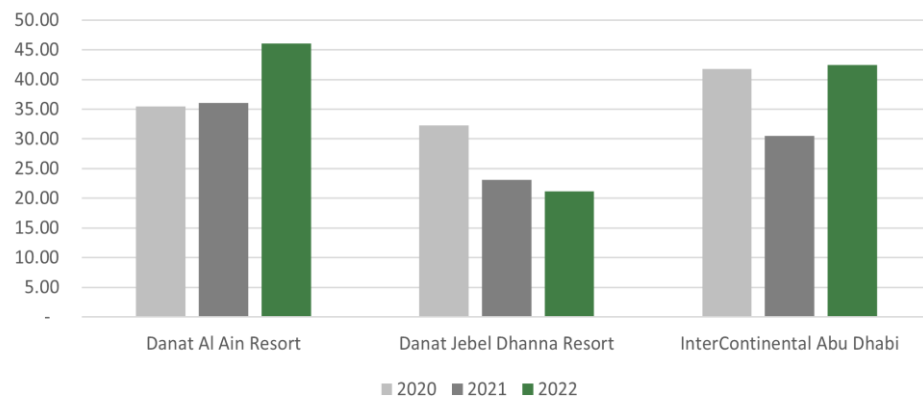
Total Energy Cost - Per Available Room (AED)



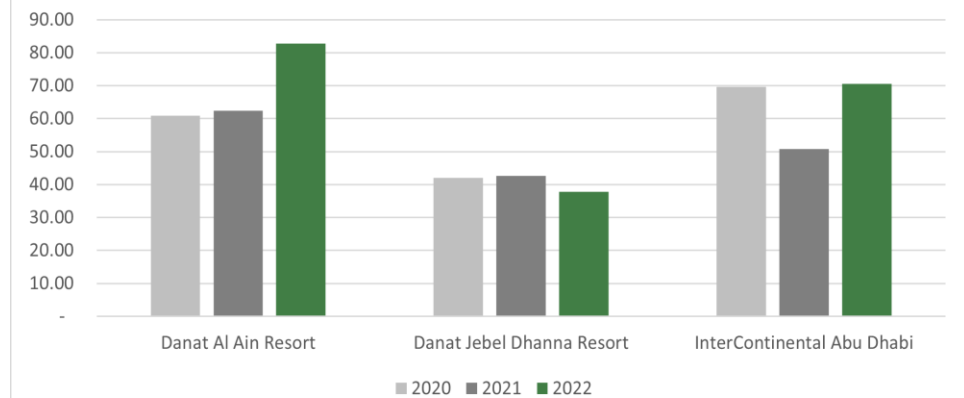
Total Energy Cost - Per Occupied Room (AED)



Total Utility Cost - Per Available Room (AED)



Total Utility Cost - Per Occupied Room (AED)





# LIFE AT NCT&H

Our Philosophy  
Corporate Culture and Principle  
Equal Opportunity  
Employee Recognition  
Community Development  
Safe Working Environment  
Meet the Team  
Corporate Activities  
Data Statistics



## Our Philosophy

The difficulty of finding an enthusiastic and committed workforce has intensified and thus it will be crucial that we make every effort to attract, retain and develop a diverse and talented workforce that aligns with the overall mission and values.

Human resources programs are developed to handle this labor shortage by focusing on crucial issues such as productivity, motivation, standards, training, hiring, and development. Often people assume that the HR department is responsible for these issues, whereas in reality, every manager must develop their employees. The HR department acts as a support service.

Increasingly, more Human Resources Programs are being developed for employees in guest contact positions since their actions and service determine whether our guests come back. The front desk clerk or attendant knows best what services the guests want. Thus, employees are the most important resource in the hotel. Training programs must be developed to ensure employees know their jobs, their product, and the Danat Hotels & Resort standards of service.



*“We aim to provide opportunities to ensure that we retain our employees, safeguard positive and supportive work environment, foster open communication, and manage employee relations and development, while also ensuring compliance with labor laws and regulations.”*



## Vision

The vision of Danat Hotels & Resorts is to become one of the top three regional hotel operators in the UAE. We will grow our portfolio of properties by pursuing management agreements and lease agreements as well as developing our own hotel.

## Mission

Our mission is to maintain our achievements, to improve them and to create new value for our customers, employees, and shareholders.

## Engaging our people

With things starting to gradually return to normal in 2022, we have managed to hold simple events to remember and strengthen our bond as a community.

Engaging employees within a team is crucial to building a productive and motivated workforce. Different programs were held for the team to feel engaged, more likely to be committed to the company's goals, take ownership of their work, and provide excellent customer service. Programs such as wellness activities, cricket tournament, Independence Day, international chef's and lifeguard appreciation day, and many more.

Our objective is to always unite our employees and to be there even during difficult times. We are proud of the number of employees who have dedicated their profession and have stayed with us through the years. Our diversity in age represents our acceptance and respect for each generation.



## Corporate Culture & Principle

Culture is made up of many components including traditions, principles, core values, beliefs, operational philosophy and visions. The following outlines our company's beliefs and principles, which forms an integral part of our culture:

**Ethical Behavior** – We push to adhere to the highest ethical and business etiquette standards in accordance with best practice and laws of the countries, states, and cities in which we do business. Our ethical leaders serve as role models for our employees, setting the tone for the organization and inspiring others to comply. Our strong ethical culture enhances employee morale and satisfaction, increases customer trust and loyalty, and helps attract and retain top talent.

**Technological Advances** – We aim to use the most effective technology and systems available that will achieve strong analytical abilities, improve the financial controls, and assist in having adequate historical data in all pertinent aspects of the business.

**Environmentally conscious & Productive** – We are conscious and committed to undertake our fair share in seeking to preserve and protect the environment when conducting business. We identify ways to streamline processes, reduce waste, and increase efficiency through established goals and targets for sustainability and engage employees in the effort to achieve them.

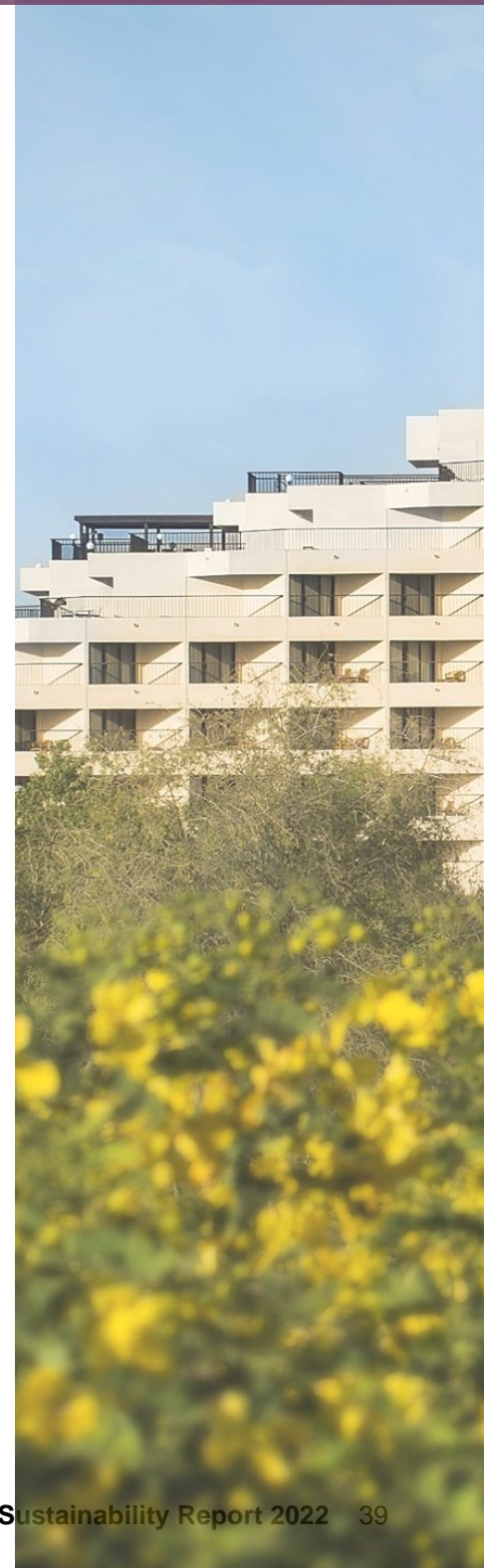


**Best Practice for Corporate Citizenship** – We respect our suppliers, associates, and communities and strive to achieve a balanced, fair, and harmonious co-existence within communities and environment.

**Individual Opportunities, Communications, and Expressions** – We give our employees the appropriate resources, training, and authority required to carry out their responsibilities. We treat each other fairly with respect for individuals, while developing our talents and skills to their fullest potential to increase our contribution to the success of the organization we are in. By promoting individual opportunities and communication, we create a positive and supportive work environment, enhance employee engagement and satisfaction, and foster a culture of innovation and collaboration.

**Quality and Customer Orientation** – We recognize that superior quality of products and services, continuous improvement and innovation and increased efficiency and competitiveness are key elements in fulfilling both internal and external customer expectations.

**In Search of Excellence on behalf of our Shareholders & their Interest** – We pledge to protect and ever seek to increase shareholders' interest and value at the best of our ability. Thus, through continuing financial growth of each business, we will constantly improve the return on investment to our shareholders.





## Equal Opportunity

We are committed to a policy and practice of deciding all matters relating to employment – including hiring, compensation, advancement, transfer, and promotion – solely on the basis of qualification, experience, and merit. We do not discriminate on the basis of race, religion, complexion, gender, age, national origin, handicaps, marital status, education, or medical record. This results in a more productive and inclusive workplace, where different perspectives and experiences are valued and employees feel supported and respected.

The employee's advancement within the organization depends upon his or her performance. The employee is considered for advancement when he or she demonstrates the competence and judgement needed for the next level of responsibility. The performance of the employee is evaluated in writing at least once each year.

### Promotion

The Owned Hotels promoted a total of 18 females and 19 females for Catering division. For Owned Hotels, the overall ratio of inter-company transfers ascribed to women was 15%, while for the Catering division, it was 11%. However, the pandemic continued to have a huge impact on the industry, the number of promotions were limited.

### Increment

For our Owned Hotels, we were able to increase the ratio to 20% attributed to females for increment purposes, which increased by 5% from the previous year.

Similar to the numbers of promotions, increments have also been limited and have been carefully assessed on a case-to-case basis.

### Women Empowerment

Diversity allows us to learn from one another. However, we understand that it has been a struggle worldwide to close the gap between the female to male ratio for any given industry. This year we showcased our support for the female representation by joining them in the international women's day held last March 2022.

Our goal is that we become an organization wherein equal opportunity is made available for everyone. Looking ahead, we are committed in continuously decreasing the gap between the male to female ratio to unleash their full potential and make valuable contributions to the economy and society. We are devoted to including more programs that allow us to create a safe working environment, free from gender-based harassment and discrimination.



## Employee Recognition

Employees are the most crucial resource in our company and should be frequently recognized for their achievements such as employee suggestions, honesty, extraordinary performance, and the likes. Employee recognition has a powerful impact on employee engagement, motivation, and job satisfaction. Moreover, employee recognition can lead to higher staff retention rates. The costs incurred by high turnover rates can be decreased when employees feel valued and appreciated, decreasing their likelihood of leaving the company. The HR department is responsible for developing creative ways to recognize employees for various reasons. The HR Manager must also ensure that management clearly understand the value of praise and practice it daily.

We appreciate our employees who show commitment and excel in their jobs and show our gratitude through our Employee of the Month program (EOM). Wherein, each month one employee is nominated as the EOM. We also have the Employee of the Year Program as an extra token of appreciation for the efforts exerted by the team.

A monthly and yearly recognition is made in recognition of the hard work and commitment which significantly contribute to the success of the Corporation. Performance evaluation is completed based on the following criteria:

- ✓ Job Knowledge
- ✓ Quality & Quantity of work
- ✓ Attendance
- ✓ Commitment
- ✓ Capacity to develop
- ✓ Communication and teamwork
- ✓ Attitude & Behavior
- ✓ Equity and Impartial
- ✓ Problem Solving
- ✓ Decision Making
- ✓ Judgement
- ✓ Initiative & Motivation
- ✓ Planning & Organizing
- ✓ Personnel/Uniform appearance
- ✓ Productivity
- ✓ Creativity
- ✓ Reliability
- ✓ Adaptability
- ✓ Listening Skills
- ✓ Safety & Security
- ✓ Adherence to guidelines

## Training & Development

The management trainee program is a fast-track program that trains highly potential employees for management positions. Candidates may either be new employees or employees who have been with the company for a period. The program combines theoretical and practical training in all aspects of the hotel, and the duration of the program may last up to a one full year.

NCT&H Catering and support services division is an approved training center from Highfields UK and delivers training programs in Food Safety, Health Safety, and HACCP. The division has qualified trainers who deliver courses in the above areas from basic to advanced.



## Community Development

The Corporation and its employees are proud of the positive impact they have on many levels in the areas where they work and live, and they prioritize this impact in all their activities in local communities on which they depend for the operational mission's support, the purpose is always to give adequate consideration to social issues when planning and implementing projects and programs that the Corporation is working on. Working together to bring positive change, build strong relationships in the community and reduce the environmental footprint caused by the activities of some companies in their areas of work, and lead through providing engagement with the community in the Company.

The National Corporation for Tourism and Hotels believes that it can have a significant impact on the local community. The Corporation supports local and regional care, as well as many non-profit humanitarian working together towards a common goal, which builds strong relationships.

Many reasons support a Company. It may be determined by community needs, goal-oriented activities, or the desire to show a company's commitment to humanitarian causes - even if such reasons lie outside of their industry's core competencies.

During the year 2022, the Corporation provided support in the amount AED 23,210 to cancer patients and those who were suffering from severe health problems at Sheikh Khalifa Specialist Hospital in the Emirate of Ras Al Khaimah.

Donation for humanitarian support of AED 25,000 was also provided to purchase medical devices for breathing and spine problems to patients who are in need.

For more details, please refer to our Corporate Governance Report 2022.

### Mental Wellness

NCT&H Catering and support services team implemented programs regarding the necessity of enhancing employees' mental wellbeing. There were many sessions organized for employees at site who are away from their families and not able to see them since the pandemic. It includes a variety of elements, such as the capacity to handle stress, the presence of supportive connections, and a sense of meaning and fulfillment. Good mental health is crucial for general well being and quality of life since it enables people to cope with daily obstacles and enjoy life. Together with enhancing the welfare activities, a structured training program was rolled out on Mental wellbeing. Sites organized workshops which helped to keep the momentum high.

### World Food Day

NCT&H participated in World Food Day program which is organized by World Food Organization under the theme "Leave NO ONE behind" on 16th October 2022. During the campaign, we rolled out different training and awareness sessions related to food waste, importance of fighting hunger. All staff pledged their commitment to fight global hunger.



S

### SEDRA Aloha Party

One of the owned hotels, InterContinental Abu Dhabi, had the pleasure of working with SEDRA, a nonprofit organization, to plan a friendly gathering for young people of determination. Through little initiatives like this celebration, we hope to promote diversity and inclusion in our world rather than just preach about it. Even if it might not have felt like it, we did alter the course of these teenagers' lives for a few hours. In order to motivate each of us to work together to create a more loving and harmonious future, InterContinental is dedicated to having an impact on the world through ongoing, diverse social and environmental initiatives.



### Food Donation Drive

On September 9, 2022, InterContinental Abu Dhabi also partnered with Basmet Amal, a charity organization, delivering ongoing help to orphans and people in need. The hotel provided assistance to individuals and families who are facing food insecurity, helping to ensure that they have access to adequate nutrition.





## A Safe Working Environment

NCT&H has developed Food hygiene and Quality system standards based on the HACCP concepts and proudly hold the following ISO certifications:

- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018
- ISO 22000:2018

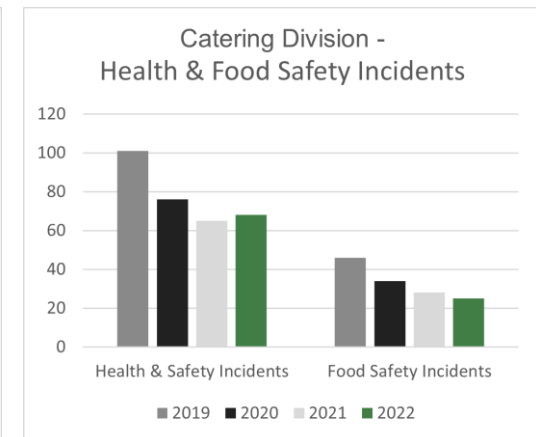
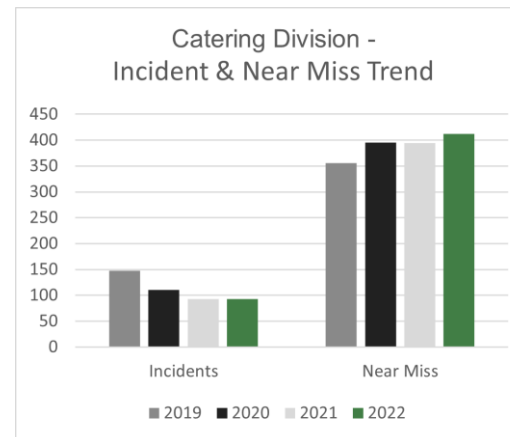
Catering division, across all the 7 site locations, successfully certified in Health and Safety, Quality, Food Safety, Environment, and HACCP Certification. NCT&H also follows the highest standards in cleaning services. The division is approved from the British Institute of Cleaning Services (BICS).

NCT&H prioritizes safe working environment for employees where they are protected from potential hazards that may cause injury, illness or death. NCT&H consistently implements various measures through conducting regular safety training and inspections, ensuring that the workplace is designed and maintained to minimize risk, providing personal productive equipment and implementing health and safety policies.

The catering division's incident trend from 2019 decreased significantly from 147 to 93 incidents. While near miss trend from 2019 to 2022 increased, which is a great indication of the organization's commitment to prevent and eliminate accidents by reporting the near misses as they occur. If the near misses are not reported, incident investigations will not be carried out and none of the problems and warnings will be found.

Health and safety incidents in Catering division were reduced by 32% in 2022 compared to 2019 (from 101 to 68 incidents). In comparison to 2021, there was an increase of 4.61% in 2022. One of the causes is due to cut injuries which increased by 33.33% as a result of unsafe acts including lack of attention, failure to use PPE, using defective tools and using equipment improperly. Training and adequate control measures were placed to prevent reoccurrence.

Food Safety Incidents have reduced over the years by 45% in 2022 compared to 2019 (from 46 to 25 incidents).



Our owned hotels also conduct frequent inspection of hotel facilities and perform incident investigation to identify root cause for hazards as well as detecting opportunities for corrective action or preventive control measures. NCT&H constantly commit to staying up to date on safety regulations and laws and ensuring the workplace is in compliance.

## Meet the Team



**Mohamed Jabed**  
**Senior Purchasing Officer**  
**(Bangladesh – Asia)**

“It has been a great pleasure to work at NTC since 2007. Not only have I enjoyed my job here, but I have also

enjoyed working with each of my colleagues. I have learned a lot and appreciate the knowledge and skills that everyone has taught me, which are essential to being successful in my career. I am so proud to be part of this team.”

**Augusteena Alosious**  
**Senior HR Officer**  
**(India – Asia)**

“Encouragement, continuous support, and guidance from NTC have helped me reach my professional milestones.



This year, the management named me the employee of the month and it is truly an honor for me in my career. I am thankful for the unfailing support and grateful for the opportunity to be part of NTC.”



**Babylyn Ayao**  
**Senior Reservations Agent**  
**(Philippines – Asia)**

“My journey in this hotel will be a lifetime of gratitude, as I started with the front office department and was given a

chance to have exposure to F&B service. Little did I expect that the management would see my skills and capabilities and that I would be entrusted to be promoted as a Senior Reservations Agent. I will always be thankful for all the experiences and journey that I have had with Danat Jebel Dhanna Resort, which is a good and living memory.”



**Amina Nahib**  
**Front Desk Agent**  
**(Morocco – North Africa)**

“It is my first time to work in the UAE and I am astonished by the work life I have at the Danat Al Ain Resort. All staff are very friendly and supportive. I love working at Danat and will continue to serve to the best of my ability.”



**Ashrab Shaikh**  
**Camp Boss**  
**(India – Asia)**

“I started my journey with the company 18 years ago as a Room Boy. In 2010, I was promoted to Camp Boss. I'm

honored to serve in this capacity and I wanted to extend my gratitude and express how much I appreciate NCT&H and my superiors for their support. The guidance and frank advice have significantly helped with my professional growth, develop my strengths and increase my efficiency and overall productivity.”



**Fayomi Kayode Michael**  
**Camp Boss**  
**(Nigeria – Africa)**

“I am grateful to NCT&H as my career has progressed so much since I started working here, from cleaner to waiter

to promotion to Camp Boss. It has been such a pleasure to grow and learn under this company and supportive management team. I will continue to dedicate myself to the company's growth and I am privileged to contribute to its reputation.”

## Stories of Progression



## Meet the Team

**Gangani Mudiyansele**  
**HK – Order Taker**  
**(Sri Lanka – Asia)**

“It’s a pleasure to work in such an eye-catching place like Danat. I am thankful to the management for taking me to a place like Danat. All the staff are friendly and supportive. Also, this is far superior to my expectations. The Housekeeping staff and the HOD helped me a lot to adjust since I’m new to this field. I hope to serve as much as possible and will make every effort to do so.”



**Mohamed Maher**  
**GSA-Telephone Operator**  
**(Egypt – Africa)**

“In regard to my work environment, everyone is helpful, especially the front office team who assisted me throughout my transition from onboarding until the present. As a new member, I most admire our department for the teamwork that we have.”

## Stories of Progression



**Shree Prasad Gurung –**  
**Storekeeper**  
**(Nepal – Asia)**

“I joined the company as a Waiter in 2001. I worked hard and consistently, and my efforts were recognized and rewarded. In 2007, I was promoted as a Storekeeper. I was given more responsibilities and opportunities to grow. My management has always been supportive and encouraging, and I was able to learn new skills and gain valuable experience. By 2023, I had risen to a leadership role in the company. I was able to help mentor and develop the skills of my team members, and I was proud of the successes we achieved together. It had been a long and rewarding journey, and I had grown both professionally and personally. I am looking forward to the future with excitement. I take this opportunity to convey my heartfelt thanks to NCT&H Management and my colleagues.”

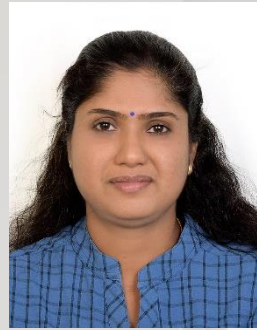


**Kamal Acharya**  
**Camp Boss**  
**(Nepal – Asia)**

“I started my career as a Waiter in 2002. The hospitality industry is a vast ocean where I learned to speak in a polite and professional way with all customers and clients. The art of greeting and serving customers, setting up the buffet and restaurant in a feasible manner. In 2013, I was promoted to Recreation Supervisor, where I learned the core knowledge of the hospitality field. My efforts were consistently recognized by NCT&H management which promoted me as a Camp Boss in 2015. My career took one more milestone where I was promoted to Location Manager in the year 2022. I am proud to work in such an organization, where my service and hard work were rewarded threefold. I am grateful to the NCT&H management and my colleagues who have given me their continuous support during my tenure.”

## Celebrating Milestones 15 years and beyond

- Reeya Pozhekadavil – Document Controller (15 years)
- Jahan Zaib Senior – Network Administrator (15 years)
- Adel Abubakar – Accountant (15 years)
- Ala Eldin Khidir Hassan Mohamed – PR Officer (15 years)



- Akram Abdul Aziz – Timekeeper (16 years)
- Bushra Ameri – PR Coordinator (18 years)
- Juliao Francisco Furtado – Waiter (20 years)
- Dominic Mondal – Indian Cook (20 years)



- Saleh Mohammed Al Habshi – IT Manager (20 years)
- Cherry May Cucal – Events Executive (21 years)
- George Joseph – Financial Accountant (23 years)
- Akram Basala – Security Manager cum Housekeeping In-charge (30 years)





## Corporate Activities

### International Chef's Appreciation Day



### International Housekeeping Week



### International Lifeguard Appreciation Day



### Cricket Match



### Team Building



### Medical Awareness Campaign



### Blood Donation Campaign

A blood donation campaign was organized at the NCT&H head office and owned hotels, where employees donated their blood, potentially saving up to 207 lives.



### Vegetable Plantation



## Data Statistics

We are happy to share our figures for the calendar year 2022. We were able to **increase the ratio of retail division by 1% and 2% for owned hotel and catering division** for the female to male ratio.

Our **women leadership increased for Owned Hotels** by 6% for managerial level and 3% for supervisory level. While for **Catering Division**, an increase of 5% was achieved during 2022. We had a challenge in maintaining women leadership for head office and retail division during the year but we still tried to improve our numbers and recognize their skills and unique perspectives that they bring that can benefit organization and drive success.

Opportunities for **growth and advancement improved significantly** during the year. This progress was aided through our various initiatives and strategies aimed at promoting career development for our employees.

We are happy to share the breakdown of our years of service. This represents **our commitment to employment retention** to attract top talents and be seen as one of the most desirable places to work.

As we believe in the creative ideas and perspectives of our youth and the wisdom and wealth of experience of the older generation, **we do not discriminate** in providing opportunity for anyone to develop their skills.

Gender Breakdown for 2022	Female	Male
Head Office	23%	77%
Retail Division	20%	80%
Owned Hotel	19%	81%
Catering Division	7%	93%
NTC	2%	98%

Women Leadership as of 2022	Head Office	Retail Division	Owned Hotels	Catering Division	NTC
Managerial	15%	-	21%	7%	-
Supervisory	31%	20%	22%	12%	21%
Rank & File	22%	21%	18%	6%	1%

Growth & advancement for 2022	Promotion		Increment		Transfer	
	Female	Male	Female	Male	Female	Male
Head Office	-	100%	25%	75%	50%	50%
Retail Division	-	-	-	100%	-	-
Owned Hotels	23%	77%	20%	80%	15%	85%
Catering Division	7%	93%	11%	89%	6%	94%
NTC	33%	67%	7%	93%	0%	-

Years of service as of 2022	0-1	1-3	3-5	5-9	9-12	12-15	15+
Head Office	12%	17%	9%	24%	10%	14%	14%
Retail Division	56%	11%	14%	5%	14%	-	-
Owned Hotels	36%	28%	11%	8%	4%	5%	7%
Catering Division	23%	33%	20%	12%	8%	4%	0.41%
NTC	24%	23%	14%	32%	1%	3%	4%

Age Diversity as of 2022	18-30	31-50	50+
Head Office	14%	53%	33%
Retail Division	28%	56%	16%
Owned Hotels	43%	49%	8%
Catering Division	47%	50%	3%
NTC	16%	69%	15%



## GRI Context Index

References to FS indicate the 2022 Annual Report, to CG indicate the Corporate Governance report for 2022, and to SR indicate the Sustainability Report 2022.

### GRI 1: FOUNDATION

<b>Statement of use</b>	National Corporation for Tourism & Hotel (NCT&H) has reported the information cited in this GRI content index for the period January 1, 2022 to December 31, 2022 with reference to the GRI Standards.
<b>GRI used</b>	GRI 1 – Foundation 2021

GRI	Disclosure	Page/URL
<b>GRI 2 – GENERAL DISCLOSURES</b>		
2-1	Organizational details	National Corporation for Tourism & Hotel (NCT&H) PO Box 6942, Abu Dhabi United Arab Emirates SR: Our Corporate Divisions P.9
2-2	Entities included in the organization's sustainability reporting	SR: Our Corporate Divisions P.9
2-3	Reporting period, frequency and contact point	January 2022 to December 2022 SR: Scope of the report P.3 SR: Report Assurance P.3 SR: Contact Person P.3
2-5	External assurance	PricewaterhouseCoopers
2-6	Activities, value chain and other business relationships	SR: Our Corporate Division P.9 FS: General Information P.12 FS: Segment Information P.59
2-7	Employees	SR: Meet the Team P.45 SR: Celebrating Milestones P.47 SR: Data Statistics P.49
2-8	Workers who are not employees	Full data set of information is currently unavailable
2-9	Governance structure and composition	SR: Corporate Governance P.7 Refer to NCT&H FS 2022 and CG 2022 available on <a href="http://www.ncth.com">www.ncth.com</a>
2-10	Nomination and selection of the highest governance body	SR: Corporate Governance P.7 Refer to NCT&H FS 2022 and CG 2022 available on <a href="http://www.ncth.com">www.ncth.com</a>

GRI	Disclosure	Page/URL
2-11	Chair of the highest governance body	SR: Corporate Governance P.7 Refer to NCT&H FS 2022 and CG 2022 available on <a href="http://www.ncth.com">www.ncth.com</a>
2-12	Role of the highest governance body in overseeing the management of impacts	SR: Corporate Governance P.7 Refer to NCT&H FS 2022 and CG 2022 available on <a href="http://www.ncth.com">www.ncth.com</a>
2-13	Delegation of responsibility for managing impacts	SR: Corporate Governance P.7 Refer to NCT&H FS 2022 and CG 2022 available on <a href="http://www.ncth.com">www.ncth.com</a>
2-14	Role of the highest governance body in sustainability reporting	SR: Corporate Governance P.7 Refer to NCT&H FS 2022 and CG 2022 available on <a href="http://www.ncth.com">www.ncth.com</a>
2-15	Conflicts of interest	SR: Corporate Governance P.7 Refer to NCT&H FS 2022 and CG 2022 available on <a href="http://www.ncth.com">www.ncth.com</a>
2-16	Communication of critical concerns	SR: Compliance & Ethics P.18
2-17	Collective knowledge of the highest governance body	SR: Corporate Governance P.7 Refer to NCT&H FS 2022 and CG 2022 available on <a href="http://www.ncth.com">www.ncth.com</a>
2-18	Evaluation of the performance of the highest governance body	SR: Corporate Governance P.7
2-19	Remuneration policies	CG: Nomination & Remuneration Committee P.22 CG: Method of determining the remunerations P.10 Full data set of information is currently unavailable
2-20	Process to determine remuneration	
2-22	Statement on sustainable development strategy	SR: Sustainability Strategy P.23 CG: Environmental and Social Policy P.35
2-26	Mechanisms for seeking advice and raising concerns	SR: Compliance & Ethics P.18
2-27	Compliance with laws and regulations	SR: Governance & Integrity P.17
2-28	Membership associations	SR: Sustainability Strategy P.23



GRI	Disclosure	Page/URL
2-29	Approach to stakeholder engagement	CG: Investors' Relation P.31
2-30	Collective bargaining agreements	Collective bargaining is not permitted within the UAE
<b>GRI 3 – MATERIAL TOPICS</b>		
3-1	Process to determine material topics	SR: Scope of the Report P.2
3-2	List of material topics	SR: Highlights of 2022 P.16
<b>200 – ECONOMIC PERFORMANCE</b>		
201-1	Direct economic value generated and distributed	SR: Financial Performance P.8 Refer to NCT&H FS & CG available on <a href="http://www.ncth.com">www.ncth.com</a>
201-4	Financial assistance received from government	SR: Supporting local suppliers P.22
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Refer to NCT&H FS 2022 and CG 2022 available on <a href="http://www.ncth.com">www.ncth.com</a>
202-2	Proportion of senior management hired from the local community	SR: Highlights of 2022 P.16
203-1	Infrastructure investments and services supported	CG: Innovative Projects & Initiatives implemented P.34
204-1	Proportion of spending on local suppliers	SR: Supporting local suppliers P.22
205-1	Operations assessed for risks related to corruption	Refer to NCT&H FS 2022 available on <a href="http://www.ncth.com">www.ncth.com</a>
205-2	Communication and training about anti-corruption policies and procedures	SR: Compliance & Ethics P.18
<b>300 – ENVIRONMENTAL</b>		

GRI	Disclosure	Page/URL
301-1	Materials used by weight or volume	NCT&H currently does not collect this information at Head Office level. While we are not able to report this data, we do actively manage and report on our strategy using the Waste Reduction Action Plan (WRAP)
301-2	Recycled input materials used	SR: Introduced Recycling Program P.25
301-3	Reclaimed products and their packaging materials	SR: Waste Management Policy P.28
302-1	Energy consumption within the organization	SR: Environmental Initiatives P.25 SR: Electrical Energy Conservation P.26 SR: Data Statistics outlined in P.33
302-2	Energy consumption outside of the organization	
302-3	Energy intensity	
302-4	Reduction of energy consumption	SR: Green Practices P.25 SR: Electrical Energy Conservation P.26
302-5	Reductions in energy requirements of products and services	SR: Environmental Initiatives P.25 SR: Electrical Energy Conservation P.26
303-1	Interactions with water as a shared resource	SR: Data Statistics outlined in P.33 SR: Sewage Treatment Plant P.31
303-2	Management of water discharge-related impacts	SR: Data Statistics outlined in P.33 SR: Sewage Treatment Plant P.31
303-3	Water withdrawal	
303-4	Water discharge	
303-5	Water consumption	
306-1	Waste generation and significant waste-related impacts	SR: Waste Management Policy P.28 SR: Types of Waste P.29 SR: Waste Reduction and Action Plan P.29 SR: Waste Management Process P.30



GRI	Disclosure	Page/URL
306-2	Management of significant waste-related impacts	SR: Waste Management Policy P.28 SR: Types of Waste P.29 SR: Waste Reduction and Action Plan P.29 SR: Waste Management Process P.30
306-3	Waste generated	
306-4	Waste diverted from disposal	
306-5	Waste directed to disposal	
400 – SOCIAL		
401-1	New employee hires and employee turnover	SR: Celebrating Milestones P.47 SR: Years of Service P.49 Full data set for new employee hires is currently unavailable
401-3	Parental leave	As per UAE Labour Law
403-1	Occupational health and safety management system	SR: A Safe Working Environment P.44 CG: Environmental and Social Policy P.35 Full data set currently unavailable
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	
403-4	Worker participation, consultation, and communication on occupational health and safety	
403-5	Worker training on occupational health and safety	SR: A Safe Working Environment P.44 CG: Environmental and Social Policy P.35 Full data set currently unavailable
403-6	Promotion of worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	

GRI	Disclosure	Page/URL
403-10	Work-related ill health	SR: A Safe Working Environment P.44 CG: Environmental and Social Policy P.35 Full data set currently unavailable
404-1	Average hours of training per year per employee	Full information is currently unavailable. Nonetheless, each divisions are continuously mandated to conduct year-round trainings for the development and advancement of our employee.
404-2	Programs for upgrading employee skills and transition assistance programs	
404-3	Percentage of employees receiving regular performance and career development reviews	
405-1	Diversity of governance bodies and employees	SR: Meet the Team P.45
405-2	Ratio of basic salary and remuneration of women to men	Full information is currently unavailable
406-1	Incidents of discrimination and corrective actions taken	This information is handled by the legal team and is considered confidential.
413-1	Operations with local community engagement, impact assessments, and development programs	SR: Corporate Activities P.31,32 SR: Community Development P.42
413-2	Operations with significant actual and potential negative impacts on local communities	
414-1	New suppliers that were screened using social criteria	Procurement policy is currently in place to ensure that new and existing suppliers also upholds the standards and values of the Corporation
416-1	Assessment of the health and safety impacts of product and service categories	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	The National Corporation for Tourism and Hotels is in compliance with all applicable laws, regulations in the United Arab Emirates. During the fiscal year 2022, the Corporation has not been subject to any penalties or restrictions either by the Securities and Commodities Authority or any other regulatory body.  CG: Details of violations committed during the year 2022 P.27
417-2	Incidents of non-compliance concerning product and service information and labeling	



GRI	Disclosure	Page/URL
417-3	Incidents of non-compliance concerning marketing communications	The National Corporation for Tourism and Hotels is in compliance with all applicable laws, regulations in the United Arab Emirates. During the fiscal year 2022, the Corporation has not been subject to any penalties or restrictions either by the Securities and Commodities Authority or any other regulatory body.  CG: Details of violations committed during the year 2022 P.27
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	
419-1	Non-compliance with laws and regulations in the social and economic area	

