



HOTEL CARDOSO

Clean & Care



APPROACH & FOCUS

Our COMMITMENT

The wellbeing of our guests and associates are our priority and the reason why these new processes are critical in our operation.

Health and safety have been at the heart of Hotel Cardoso approach to hospitality. This commitment to our guests and associates continues to anchor us and to inform our decisions as we adapt to new challenges presented by COVID-19. We understand that our customers are thinking about travel differently now. That's why we have elevated our exacting standards and rigorous protocols to create a 'new normal' in hospitality to address the unique challenges presented by the current pandemic environment.

We are closely monitoring the WHO and the Local Authorities communications, following their guidance to prevent and act according to the law and recommendations.

Hotel Cardoso CLEAN & CARE

As we welcome you back to our hotel, we are committed to providing you with a safe environment that aligns with expert protocols for working to defeat COVID-19. Consisting of in-house and outside experts in food and beverage safety, hygiene and infection prevention, and hotel operations, our team is redefining our cleaning and safety standards. We will actively monitor and evolve our solutions to ensure a continued focus on the health and safety of our guests and associates.

When you visit us, you will notice a number of additions and operational updates will be implemented to set an even higher standard of cleanliness for our hotel. The areas of focus include:

Surface Areas and Public Spaces

In public spaces, the hotel has added to its already rigorous cleaning protocols, requiring that surfaces are treated with hospital-grade disinfectants and that this cleaning is done with increased frequency. In guest rooms, Hotel Cardoso has added to its detailed cleaning practices, requiring all surfaces to be thoroughly cleaned with hospital-grade disinfectants. Our hotel will also be placing disinfecting wipes in hotel room for guests' personal use, as well as in public areas.

These new enhanced cleaning technologies including electrostatic sprayers to sanitize surfaces throughout the hotel public areas. We are using air purifying systems that are effective against viruses in the air and on surfaces. Our cleaning and disinfecting products are certified and approved by local authorities.

Food safety

Our food handlers, including chefs, stewardings, waiters, supervisors and managers are trained on safe food preparation and service practices. The hotel food and beverage operations are required to conduct self-inspection using its food safety standards as guidelines, and compliance is validated by independent audits. Hotel Cardoso is also enhancing sanitation guidelines and training programs for associates that include hygiene and disinfecting practices. In addition, the hotel is modifying its operational practices for in-room dining and designing new approaches to buffets.

Guest contact

To help minimize the risk of COVID-19 transmission through person-to-person contact, Hotel Cardoso will be using signage in the lobby to remind guests to maintain social distancing protocols and will remove or re-arrange furniture to allow more space for distancing. The hotel added partitions at front desks to provide an



extra level of precaution for its guests and associates and is working with supply chain partners to make masks and gloves available to associates. You'll see more hand sanitizing stations, near the entrances and front desks, elevator banks and fitness and meeting spaces.

Face Coverings

To promote the health and safety of our communities, face coverings are required for guests and associates in all indoor public areas.

SETTING THE PROTOCOL FOR THE 'NEW NORMAL'

This 'new normal' will evolve and change to reflect government guidance, guests and society expectations. What will prevail is our commitment to keep our associates, our guests and customers safe. To supplement our reputation for cleanliness and hospitality at Hotel Cardoso, we formed the Cleanliness Hotel Committee, a team of trained leaders engaged with external H&S organizations and cleanliness companies from the field of medicine and public health to help us deploy scientifically-supported practices and innovations with a focus on:

DEEP CLEANING SCHEDULES & MORE FREQUENT CLEANING

- Deploying effective cleaning protocols to disinfect every space, more frequently and especially during peak times.
- Consistently and frequently disinfecting all high-touch items like elevator buttons, door handles, stairs handles, etc.
- Adding hand sanitation stations throughout the hotel, particularly in high-traffic areas.

ENSURE MORE CONNECTION WITH LESS CONTACT

- Using more digital technology for check in, check out, restaurant and bar bookings, room service ordering, conference requests, etc.
- Enabling social and physical distancing practices, reducing allowable capacity in spaces, increased distance between furniture, and managing queuing areas.
- Focus on pre-arrival planning and guest communication.

YOUR 'HOME' IS SAFE

- Deep cleaning and sanitizing of each guest room between guests.
- Removing non-essential high-touch items that can't be sanitized and providing disinfecting wipes for our guests.
- Reducing housekeeping frequency to reduce contact during the guest's stay.
- Guest room will remain 'out of service' for a minimum of 48 hours until hosting the following guest.

THE 'NEW NORMAL' FOR FOOD & BEVERAGE PRODUCTS AND SERVICES

- Redesigning Food and Beverage station set-ups to include protective barriers; removing non-essential items.
- Redesigning menus, continue offering fresh products with new presentation and plating according to the new guidelines.
- Sequence of service aligned to the new guidelines of social distancing, etc.
- Offering a variety of 'grab & go' contactless food & beverage options.



- Tailoring options for meetings and groups to enable reserved spaces.
- Avoiding cash payment transactions.

WE WANT TO WELCOME YOU! WE WANT YOU TO STAY WITH US!

Working together with our teams and guests never has that been more important than now. Responding effectively to this new environment is a shared responsibility. We are laser-focused on providing our teams with the tools, training and resources that are necessary in this environment.

Likewise, travelers must also take steps to protect everyone's health. Travel only when feeling well, practice good hand hygiene and social distancing in high-traffic areas throughout the hotel.

Additionally, we welcome any feedback on what we could be doing differently or better. If there is a need of personalizing any action of protocol according to a different guest requirement, we will do it. We want to welcome you! We want you to stay with us!

OUR PLAN

CLEANING PRODUCTS + PROTOCOLS

To minimize risk and enhance safety for our associates, guests and customers, we are enhancing cleaning and sanitation protocols:

- Chemicals are government-approved, vetted by industry experts and safe for everyone.
- Cleaning frequency is increased in public spaces and guest rooms receive deeper cleans between each guest.
- Hand sanitizer stations are installed throughout high-traffic areas across the hotel.

Our hotel practices are based on local law and international H&S institutions guidelines as well as on the Hotel Cardoso operation standards.

This protocol plan, illustrates how seriously we must protect the safety of our associates and guests.

CREATING BARRIERS TO MINIMIZE ANY TRANSMISSION

More Connection, Less Contact

- ✓ Hotel Cardoso continue to implement touch less or low-touch solutions including:
- ✓ Web Check In/Out, Mobile Chat, Mobile Dining.
- ✓ QR codes to provide easy access to digital collateral/menus and updates.
- ✓ Guest greetings have been modified to a nod, wave, or a bow, while continuing to ensure guest needs are met.
- ✓ Temperature checks on arrival.

Personal Protective Equipment (PPE)

- ✓ All associates wear a face mask as part of their uniform. Guests are welcome to wear personal face masks and gloves and should abide by local regulations. Personal face masks and additional amenity items such as hand sanitizer, disinfecting wipes and gloves, are offered where available.

Physical/ Social Distancing and Queuing Set Up



- ✓ Guests and associates should practice physical distancing by standing at least 1.5 meters away from others, not traveling with them, including any area where guests or associates queue. Such areas are clearly marked and where possible, one-way traffic flow will be indicated.
- ✓ Lobby furniture, restaurant, bar, business center layouts, and other public seating areas were reconfigured.
- ✓ Specific area for groups check in and check out.

Protection Screens/ Barriers

- ✓ Protection screens, and other physical barriers were installed in areas such as front desk, gyms, high-traffic areas or food & beverage stations.

ENHANCING SANITATION

Emphasis/ Focus on Hygiene & Cleanliness

- ✓ Hotel Cardoso has a hygiene plan and associates are required to follow personal hygiene, social distancing and PPE guidance in compliance with local law.
- ✓ Hand sanitizing stations for guest use are placed in all high-traffic areas and public spaces.

Cleanliness Committee- Controls & Trainings

Hotel Cardoso has high standards of cleanliness with well-established cleaning processes. In addition, our hotel has a Cleanliness Committee to ensure guest and associate safety. Additionally, associates were trained on COVID-19 safety and sanitation protocols.

Technology & Innovation

- ✓ We are working with external partners that provide us high technologies and tools, including electrostatic sprayers that use hospital-grade disinfectant to treat known pathogens as well as ultraviolet light technology for sanitizing keys and other shared devices where applicable.

Deep Cleaning Schedules & More Frequent Cleaning

- ✓ Enhanced cleaning protocols require frequently disinfecting high-touch items and sanitizing restrooms as often as every hour.
- ✓ All surfaces minimum every two hours and/or every time we have a guest who touched on these areas, etc.

PROMOTING HEALTH SCREENING

Thermal Screening

- ✓ The implementation of temperature testing for guests and associates in our hotel is driven by local Government/regulatory guidance, requirements or the law.

Guidance to Local Public Health Resources

- ✓ Hotel Cardoso continually monitor and has been educated on requirements and guidance from local health authorities and practice those requirements throughout the hotel and facilities.
- ✓ Where testing or treatment of guests or associates is needed, the hotels provide appropriate resources recommended by the local public health authorities.



Associate & Guest Health Concerns

- ✓ Our hotel responds swiftly to associate and guest health concerns and follow all current public health guidelines. Associates feeling sick are encouraged to stay home. Those exhibiting symptoms will be required to self-isolate, as defined by public health authorities, from the onset of symptoms and be symptom-free before returning to work.
- ✓ Additional protocols specific to COVID-19 are in place and summarized on this document below.

Our Shared Responsibility

- ✓ Guests are critical in preventing the spread of COVID-19. To fulfill this responsibility, the Hotel Cardoso offers resources such as COVID-19 related signage and materials describing good health practices. Signage is posted to remind guests of social distancing guidelines and hygiene practices to prevent the spread of any disease.
- ✓ Hotel staff members have been educated and trained on the proper way to wear, handle, and dispose of PPE, as well as the appropriate way to wash hands, sneeze, and to avoid touching their faces.

THE 'NEW NORMAL'

Supplementing our Food Safety Protocols with government guidelines and external expert advisement

- ✓ In terms of food and beverages, Hotel Cardoso is following guidelines from the government institution as well as external advisement from expert companies. Food and Beverage operations are required to conduct self-inspection using food safety hotel standards and guidelines from Mozambique authorities. Full compliance is also validated by independent audits from external companies.

New Offering Options for Meetings & Events

- ✓ Modifications to Food and Beverage service aim to reduce in-person contact with guests. Traditional buffet is replaced by grab & go packaged option and assisted food and drinks stations, than when offered, it is served by an associate wearing appropriate PPE. Physical protective barriers are in place, as appropriate, for food displays. Locations of meals, breaks, and food displays may be modified or restricted to spaces reserved explicitly for each meeting or event. We work with our customers to customize seating capacities and room set-ups to ensure safe spaces that meet their individual needs.

Eliminate or Modifying Shared Use/ Reuse Items

- ✓ We minimized items (e.g., condiments, silverware, glassware, napkins, etc.) in guest rooms and on tables to allow for effective disinfection in between each guest. Sealed, packaged, or single-use silverware and paper disposable or digital menus may be offered as an alternative.
- ✓ Self-service items that can't be disinfected after guest use, such as ice scoops, candy/fruit bowls, were removed and replaced with alternative options, such as pre-packaged or associate-attended.
- ✓ Guest payment methods are modified to reduce the handling of guest personal property, including the use of trays to pass items, or to offer self-service pay-at-table options where possible.

COVID-19 CASE PROTOCOLS

We have clear protocols in place in the event that a hotel is alerted to a case of COVID-19, including:

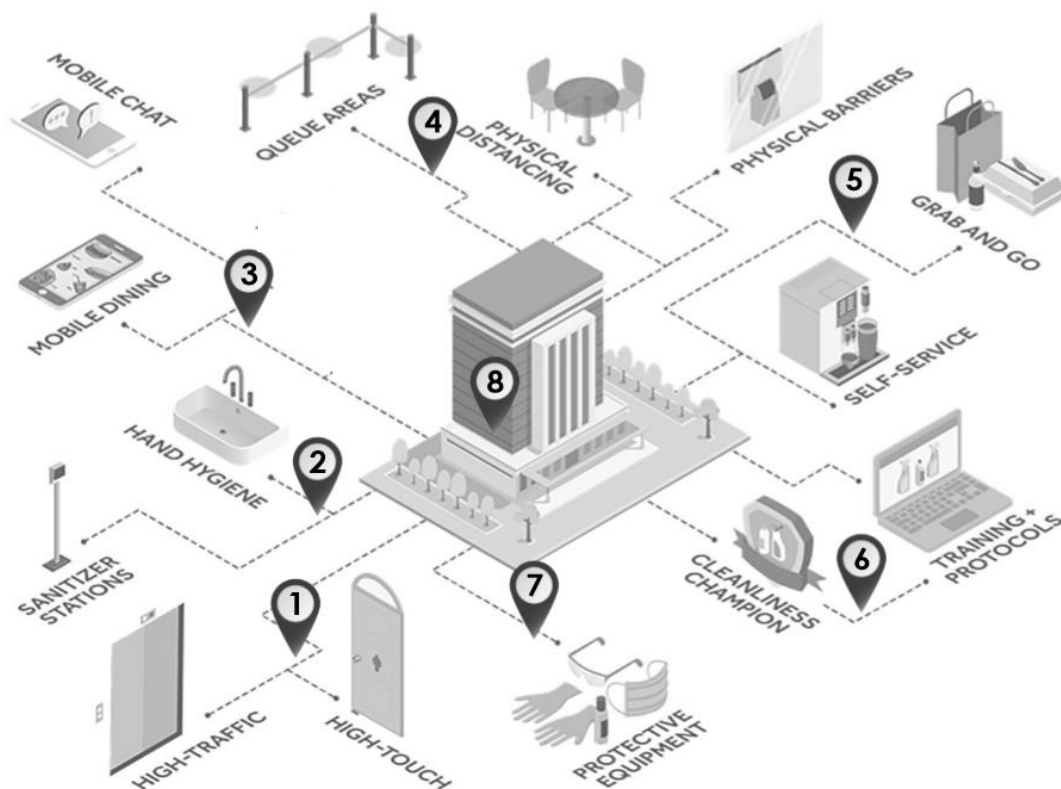


- Notification of the case- If a guest starts to feel ill, he or she will be encouraged to contact local health authorities. Extensive plans are in place, so that appropriate quarantine procedures and cleaning protocols are implemented.
- Occupied Guest Room Recovery Protocol- In the event of a guest with a confirmed case of COVID-19, his or her guest room will be removed from service to undergo a specific cleaning protocol. The guest room will not be returned to service until the room is deemed safe, and consistent with the guidance of local health authorities. Similar recovery protocols address public spaces, associate offices and work areas.

HOTEL AREAS

The following info graphics demonstrate a look inside each physical space in the hotel, which correspond to the Hotel Cardoso guidelines and protocols that our hotel is following to enhance the cleanliness practices and behaviors (this is a hotels generic layout/floor plan look & feel). The idea is to demonstrate a high level overview of the points that our operational protocols and standards are reflected.

The different topics are organized by the main physical spaces in the hotel: Overall Hotel, Arrival/ Departure Spaces, Front Desk + Lobby, Restaurant + Bar, Meetings, Events, Guest Rooms, Swimming Pool & Leisure areas.



HOTEL- OPERATIONAL FOCUS OVERVIEW

1- CLEANING FOCUS

Protocols for every space of the hotel; especially for high-traffic areas and high-touch surfaces.



2- HAND HYGIENE

Hand washing requirements for associates and guests, sanitizer dispensers placed throughout the hotel.

3- MORE CONNECTION, LESS CONTACT

Web Check In/Out, Mobile Chat, Mobile Dining, QR codes to provide easy access to digital collateral/menus and updates. Temperature checks on arrival.

4- SOCIAL/PHYSICAL DISTANCING

Modified floor plans, reduced seating capacities, queuing through floor, signage and stanchions.

5- MINIMIZING REUSE

Minimizing shared use items and appliances, using disposable and single-use items.

6- TRAINING

Hotel Cardoso Cleanliness committee; updated training and protocols for all associates with daily reinforcement and 'on the job' points of control.

7- PPE

Face coverings required for all teams and appropriate PPE provided for staff to wear.

8- COVID-19 PROTOCOLS ON THE INDIVIDUAL SOP OF EACH HOTEL DEPARTMENTS

Hotel Cardoso Clean & Care plan, outlines how the hotel cleans, disinfects, and mitigates transmission.





FRONT DESK

1- DIGITAL SOLUTIONS

Digital solutions for guest interaction, check in and check out process, mobile food ordering, etc.

2- QUEUES + STANCHIONS DISINFECTING KEY CARDS

Queuing through floor decals and stanchions; signage to remind guests of physical distancing requirements.

3- STAFFING PROTECTION AND H&S CARTS

Protection screens at front desk, associate focus on hygiene and disinfection of their work areas and guest areas.

4- HAND SANITIZER POINTS

Dispensers are available throughout the hotel space, with focus on high-traffic areas.

5- DESINFECTING KEY CARDS

The room keys are disinfected between stays, they are sanitized prior to handover to the guests.

6- BELL CARTS OPERATION

Luggage is sanitized after each use, from staff or guests (our staff only use the carts if the guest request this service, otherwise the trolley will be available for the guest personal usage).

7- CONCIERGE SERVICE

This service has now a different sequence of service, adopting more digital information and pre-arrival information.

8- CHECK- OUT

We facilitate social distancing and quick methods of payment, as contactless, etc.



RESTAURANT & BARS

1- REDUCED SEATING

Floor plans were changed and we implemented reduced seating to ensure proper social distancing, all the surfaces are sanitized between guest use.

2- RESERVATIONS

Facilities have reduced capacity and social distancing is required. To ensure a safe delivery of services we require reservations to control flow.

3- FOOD SAFETY

Our teams use PPE at all the times and all local and international Food Safety Industry protocols are in place.

4- BAR SERVICE

All the cocktails equipment is sanitized between use, modified procedures, garnishes and glassware are in place.

5- ALTERNATIVE MENU OPTIONS/ FOOD OFFERINGS

We have implemented alternative food offerings, including grab & go options. We have available disposable material, digital and chalk menu boards, etc.

6- FOOD DISPLAYS

Self-service is replaced by assisted food stations with our team serving the customers with proper PPE as well as 'a la carte' menus. Protection barriers are placed.

7- SELF- SERVICE ITEMS

Full sanitization of self-service items after each use (e.g. public/beverage stations- coffee machines). Complete elimination of shared items at guest tables.

8- GRAB & GO

Food delivery has now a different sequence of service and grab & go, pick-up stations and ready to eat options are available.

9- PAYMENT OPTIONS

Reduced handling of guest personal items, alternative options available to avoid cash payments, etc. including encouraging check-out payments.



MEETINGS

1- REGISTRATION

Signage and physical barriers in place. Separate registration areas.

2- MEETING ROOM SETS



Lineless table options, linen washed after every single use, customized floor plans with seating capacities reviewed for each individual event.

3- AV

Sanitized equipment and material, live- streaming support for hybrid events with virtual attendees.

4- GUEST FLOW

Signage and one-way system in place, clearly marked entrances/ exits areas as well as break areas, other hotel areas/ facilities, etc.

5- BREAKS

Pre-packaged and single-serve food and beverage condiments. The breaks timings will be coordinate to manage traffic. One Food & Beverage station for each 15 attendees.

6- MEALS

Grab & Go options, pre-packaged meals, plated offerings are available. Modified buffets set up, with servers assisting and serving the customers using PPE. Hand sanitization is available. Disposable material is in place when required. Queue management protocol in place.

7- TABLE SETTING AND TABLEWARE

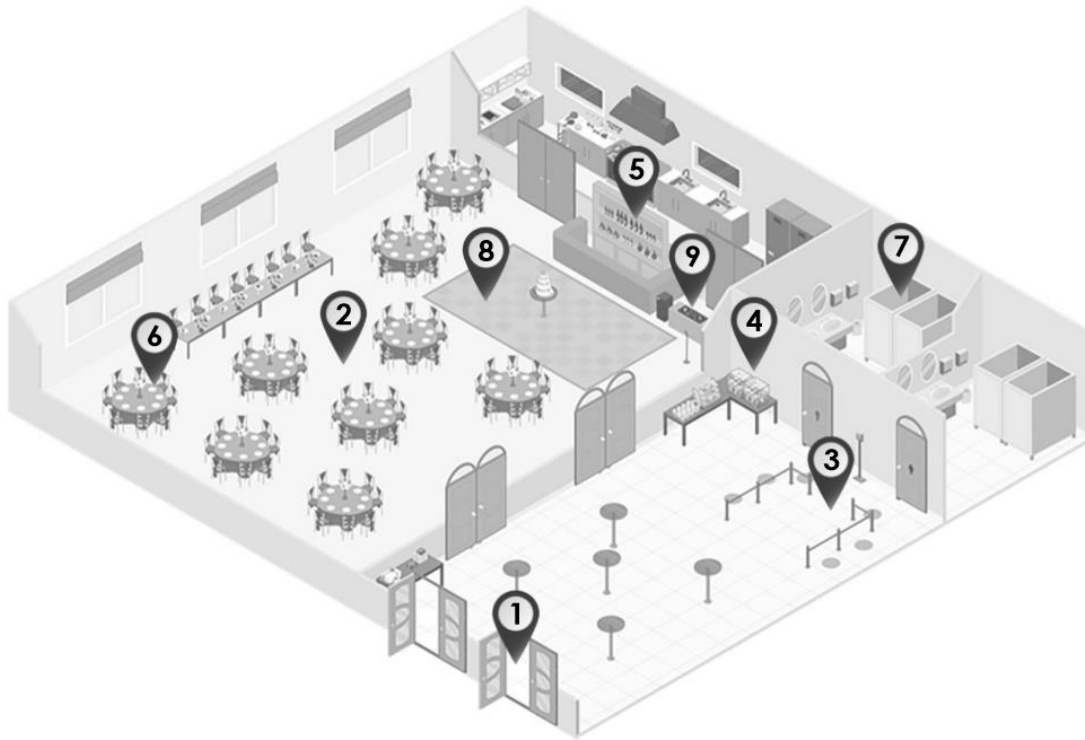
We have minimized table setting, tableware pre-packaged and sanitized between uses.

8- CLEANLINESS

More frequent cleaning in high traffic areas and during breaks. Deep cleaning all areas during night time. Electrostatic sprayers used night time for an external supplier between groups check-in.

9- REQUESTS AND BILING PROCESS

Mobile contact options, throughout mobile digital tools (e.g. WhatsApp Messenger, etc.). Reduced handling of planner's personal meeting materials. Sanitizations stations available for hotel teams and organizers of the events. Digital billing available.



BANQUET & EVENTS

1- ARRIVAL

Doors may be propped open, one-way directional signage for entry and exits. Correct layout to avoid queuing, when it happens it is managed with all the social distancing requirements and PPE in place.

2- BANQUETS ROOM SETS

Personalized and customized floor plans with seating capacities reviewed for each individual event. Alternative and non-classic sets are available, using different equipment, furniture and spaces.

3- GUEST FLOW

Management of guest flow for special event activities, activations or food and beverage delivery.

4- MEALS AND FOOD DISPLAYS

Pre- packaged, grab & go or plated meals available. Modified buffets ('assisted buffet') with servers, shields, hand sanitization and queue management (one stations for each 15 customers, including social events). Sequence of service adjusted to ensure social distancing and contact less (menus items identification using chalks, QR code, etc.).

5- BEVERAGE & BAR

Sanitized cocktail equipment between use, modified operations for garnishes and glassware. Sequence of service adjusted to ensure social distancing and contact less (menus items identification using chalks, QR code, etc.).

6- TABLE SETTINGS & CUTLERY / TABLEWARE

Centerpieces, cutlery, china, glassware and linen washed and sanitized each use.

7- CLEANLINESS

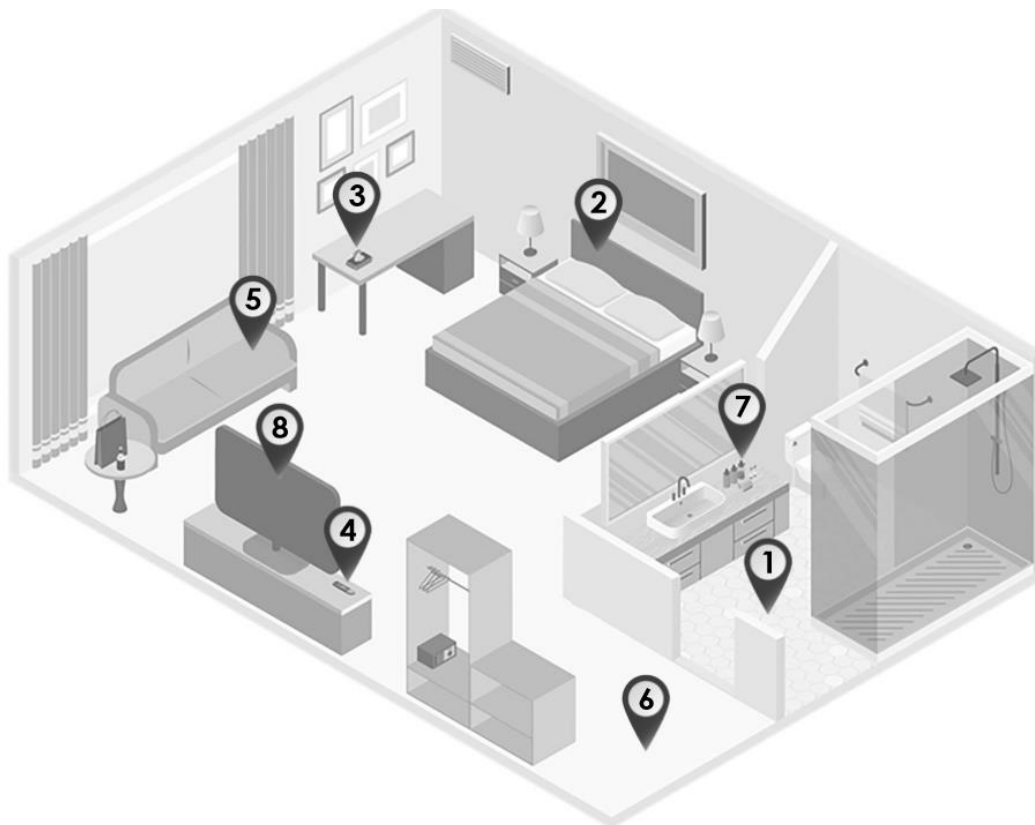
Surfaces, including tables, chairs and all high-touch items sanitized between events.

8- AV

Sanitized equipment following each use and correct flow in terms of set up, one-way system for technicians, speakers and guests flow when needed, correct management of AV equipment ensuring material quarantine if necessary, etc.

9- OUTSIDE VENDORS/ SUPPLIERS/ THIRTH PARTIES ORGANIZATIONS

Updated procedures to include company risk assessment, cleanliness, entry registration, PPE and sanitization requirements.



GUEST ROOM

1- CLEANING FOCUS

Deeper cleaning between guest stays, focused on using the right chemicals in every single part of the room as well as the right cleaning flow and schedule inside the room. Floors corridor areas treated as hotel public areas with a proper schedule and cleaning SOP with focus on the surfaces items. Coffee station items (F&B only with packaged offerings) and glassware set up are removed after every single stay for washing and disinfecting.



2- FURNITURE

Deep cleaning and disinfection of all furniture, fixtures and surfaces (head boards, end tables, etc.).

3- AMENITY KIT

Disinfecting wipes will be available upon request as well and additional hand towels, linen, etc.

4- HIGH- TOUCH ITEMS

Deeper cleaning of high-touch items (handles, knobs, electronic and temperature controls, TV remote control, H&S guideline, etc.).

5- REMOVAL OF ALL NON-ESSENTIAL ITEMS

Reducing or removing the items are not essential and are considered high-touch items (magazines, newspapers, books, sofa cushions, etc.).

6- STAFF ENTRY & PPE

In-stay housekeeping frequency modified (room cleaned every 2 days, however this operation is executed daily if the guest requires). Room service food delivery is executed outside of the room without contact with the guest. Maintenance team or any other necessary entry, is done without the guest inside the room and a specific cleanliness protocol for these situations is implemented.

7- DELIVERY

We encourage and promote digital interaction between our guests and teams for deliveries, any service (F&B, in-room amenities delivery, etc.) is left outside at the room entrance when the guest is inside.

8- MOBILE DINING

Promoting use of mobile dining for the guest convenience, ordering the meals digitally (pre-order are available).



FITNESS AREAS

1- CLEANING FOCUS

Sanitization of the equipment, locker room, sauna and lounge areas between use. High-touch surfaces cleaned hourly even when it was not verified any human contact.

2- SANITATION STATIONS

Hand washing and hand sanitizer stations placed in common areas.

3- SOCIAL/ PHYSICAL DISTANCING

Modified floor plans to increase space between equipment, furniture, etc.

4- SHARED USE ITEMS

Sanitization of all fitness equipment after every single use. Removed all shared items in the locker rooms (e.g. hair dryers, etc.).

5- LOCKER ROOMS

Lockers are sanitized between use, assigned lockers, signage with best practices in place, one-way system, social distancing between lockers is in place too.

6- FITNESS ALTERNATIVES

Promotion of outdoor fitness activities in the hotels gardens.

7- MENU SERVICES

Proactive communication on guest pre-arrival to ensure guest is full aware of our activities and services.

8- RESERVATIONS/ APPOINTMENT SCHEDULE

We have a reservations schedule and plan in place, every guest can use the fitness area 1 hour per day, ensuring we never have more than 12 guests at the same time inside of the fitness area.

9- PAYMENTS/ RESERVATIONS/ INFORMATION SERVICES

Relocation of credit card payment devices, reduced handling of guest personal items. We encourage reservations upon hotel check-in.



POOL & LEISURE AREAS

1- CLEANING FOCUS

Focused on using the right chemicals in every area, sanitizing equipment, surfaces and furniture between use.

2- F&B

Grab & Go / packaged meals available. Pre-packaged or single use cutlery, condiments, etc.

3- SOCIAL/ PHYSICAL DISTANCING

Increased space between tables, chairs and equipment of the swimming pool and leisure areas at the hotel and at 'Jardim dos Professores' garden.

4- SELF-SERVICE STATIONS

Offering self-service stations with single use item (e.g. water, sun screen, etc.).



5- POOL CHAIRS

Pool chairs, furniture and day beds sanitized between use.

6- TOWELS STATION

For our guest protection, the towels are not displayed, guest has access to his towel at the room.

7- SWIMMING POOL EQUIPMENT

Boards, lifeguard equipment, sports items and all shared items are sanitized between use.

8- PLAYGROUND AT 'JARDIM DOS PROFESSORES'

Modified operations to disinfect surfaces and equipment between use. Social distancing marks in place. Children supervision is available upon request.

9- SPORTS OUTDOOR AREAS (in the Gardens if contracted)

Modified operations to disinfect areas and equipment between use. Focus on shared equipment cleanliness and sanitization.

CONTACT:

Helder Martins | General Manager

E gm@hotelcardoso.co.mz | M +258 84 389 0640
