

Engaging with our stakeholders (s172(1) statement) from the annual accounts to 30 June 2021 for each of the following companies:

Barbican Hotel (London) Limited
Bloomsbury Hotel (London) Limited
Charing Cross Hotel Limited (The)
Cumberland Hotel (London) Limited (The)
GLH Hotels Holdings Limited
GLH Hotels HR Limited
GLH Hotels Limited
GLH Hotels Management (UK) Limited
Grosvenor Hotel Victoria Limited (The)
Heathrow Hotel (London) Limited
Hyde Park Hotel (London) Limited
Kensington Gardens Hotel (London) Limited
Marble Arch Hotel (London) Limited
Piccadilly Hotel (London) Limited
Royal Horseguards Hotel Limited (The)
Strathmore Hotel (Luton) Limited (The)
Tower Hotel (London) Limited (The)
Trafalgar Hotel (London) Limited
Wiltshire Hotel (Swindon) Limited (The)

The Directors have a duty to promote the success of the Company and the Group for the benefit of its members as a whole, regarding the interests of our customers, our people, our relationship with our suppliers and the impact of our operations on the communities in which we operate, and to ensure that we maintain a reputation for high standards of business conduct.

Our key stakeholders are our customers, employees, lenders, landlords, owners of the managed hotels, Hard Rock International Inc, the beneficiaries of the DB pension scheme and the community and environment. All key Group decisions consider the impact on relevant stakeholders. Increasingly, stakeholders are looking to understand our performance across multiple areas, including products and services, innovation, governance and workplace practices. The Company endeavours to gain an understanding of the perceptions and attitudes of each stakeholder group and the weight they give to different issues. Where the views of the different stakeholder groups do not align, the Group must decide on the best course to promote the Group's long-term success.

Customers

Customers are the core focus of our business. We strive to deliver outstanding customer experiences in order to build long-term and sustainable relationships. Key issues for our customers include high quality service which meets their high expectations and competitive pricing.

Employees

As a service organisation, our employees are critical to our business. We ensure our people are engaged and empowered to deliver the best service for our customers and be happier themselves.

The Group strives to ensure our employees maintain and embody the Group values. Our values encourage employees to:

- **Respect** our guests, our environment and each other,
- Have **integrity**, so are trusted to do what is right
- **Support** all colleagues to deliver the best results
- Take **ownership** of their goals and ambitions
- Work at **pace** and aim for 'right first time'
- Be a **team player** and work as part of an energetic and fun-loving team

See Employee matters section in the Directors' report for further information on how we engage with our employees.

Lenders

The Group prioritises strong relationships with its lenders and continues to build on long-term established relationships. These relationships work not just by fulfilling contractual performance obligations, but also include regular communications on business strategy and working as partners towards shared objectives.

Landlords

The location and quality of the Group's hotels underpins our business and is fundamental to the service we provide. Good relationships with the landlords of our properties (across multiple contractual relationships) are pivotal to ensure our properties are maintained to a high standard, offer a compelling offering to our guests and support the long-term growth strategy of the Group.

Owners of managed hotels

The Company prioritizes strong relationships with its managed hotel owners and continues to build on established relationships. These relationships work not just by fulfilling contractual performance obligations, but also include regular communications on strategy and working as partners towards shared objectives.

Hard Rock International, Inc.

As part of the Hard Rock franchise, and operating the only Hard Rock hotel in the UK, Hard Rock International, Inc. take a keen interest in the performance of the Company. In order to ensure the Hard Rock group are informed, monthly performance and forecast reports are provided.

DB Pension Scheme

The Group operates two defined benefit schemes, both of which are closed to new members and their assets are held in separate funds administered by Trustees.

The Group have nominated representatives on the board of trustees. They attend regular meetings to discuss relevant issues with the pension scheme administrators and external advisor to ensure the Group are fulfilling all requirements.

Community and environment

The Group host and encourage involvement in a number of events throughout the financial year, partnering with charities and fundraising exercises which aim to have a positive impact on the community in which we operate.

Environment is a priority for the Group, with a group-wide carbon footprint assessment undertaken to ensure the Group are well equipped to make constructive changes where necessary.

Please note that references to:

- Customers and Community and Environment does not apply to GLH Hotels (HR) Limited and GLH Hotels Management (UK) Limited.
- Lenders only applies to GLH Hotels Limited.
- Owners of the managed hotels only applies to GLH Hotels Management (UK) Limited
- Hard Rock International, Inc only applies to The Cumberland Hotel (London) Limited
- DB Pension Scheme only applies to GLH Hotels Limited and GLH Hotels Holdings Limited
- Landlords does not apply to GLH Hotels (HR) Limited, GLH Hotels Management (UK) Limited, Kensington Gardens Hotel (London) Limited, The Royal Horseguards Hotel Limited and The Tower Hotel (London) Limited