

WHAT MAKES US GRAND



THE GRAND
BRIGHTON



Welcome to The Grand Brighton

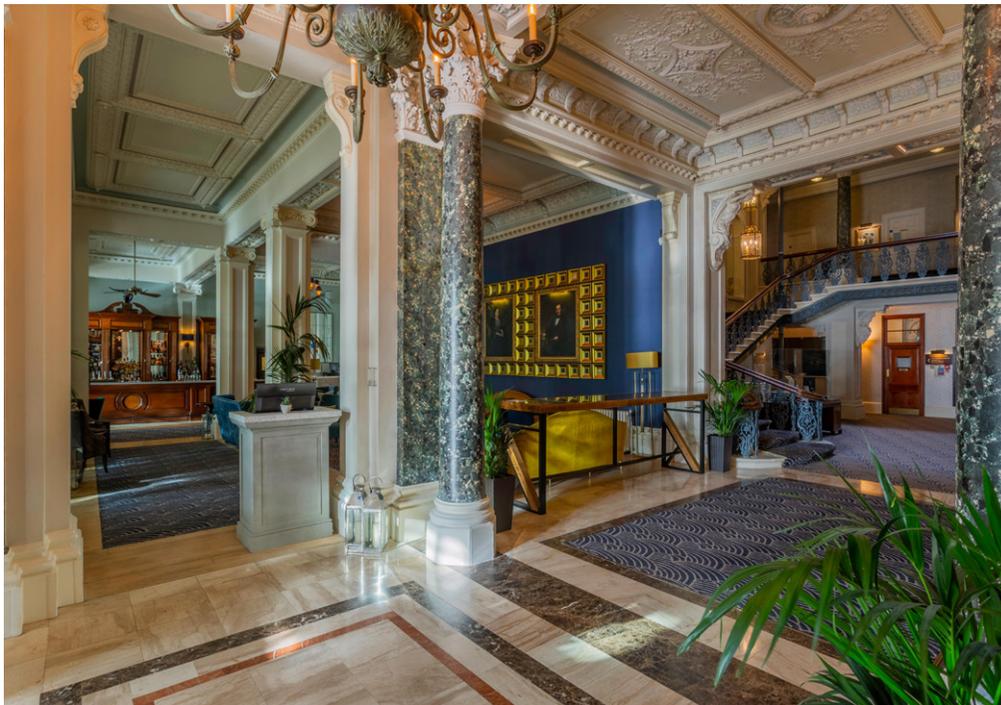
A people focused, socially responsible and environmentally conscious hotel

First and foremost, we believe that exceptional people deserve to be part of an exceptional experience. A Grand culture underpins our success and our way of life makes certain an inclusive environment where individuals are understood, respected and diversity is embraced.

Our team's individual personalities enrich the Grand experience. We believe every team member's voice matters and we encourage and trust honest opinion. We believe that a forward-thinking team who never stands still ensures the success of a progressive business. We understand our people have different roles, different experiences and different personalities; and together we can do exceptional things.

Being Green and Grand also means that we are always striving to encourage the well-being of our team and minimise our carbon footprint, whilst at the same time continuing to provide exceptional levels of service without compromising our outstanding hotel and event facilities. Our strong values mean we care about what we do, our impact and the values of our guests.

Our team and the environment require consideration in virtually all of our activities and we incorporate our best practice management into everyday business. We aspire to achieve continuous improvement in our performance, aiming to lead the way locally, and playing an integral role in protecting our environment now and into the future. During lockdown, this objective didn't change and instead, it has remained high up on our agenda.



ENGAGING WITH OUR PEOPLE

Our leadership team are committed to inspiring and engaging our whole team in a positive environment. Our business mantra of “people, delivery, sales” is fundamental to our success, whether in the owner’s boardroom review or a staff meeting. People sit at the top of our agenda, and even through a worldwide pandemic and three hotel closures in nine months, this did not change.

Successful initiatives during 2020 and beyond have included:

- The launch of Yapster, a work based Whatsapp style chat platform to an overwhelming response. 96% of the team are on-boarded, over 75% are active on the platform weekly and 35% are active daily, and after a year, we’ve seen over 11K Yaps!
- A weekly video business update from our General Manager or a member of our Senior Leadership Team about what’s happening in the business and what’s planned
- A weekly optional check-in for employees to pop onto Zoom for a chat or to ask a question, hosted by one of Senior Leadership Team
- Regular well-being check ins and surveys to gauge whether people felt connected, were interested in new things, had been coping well and were happy with the level of support they were receiving. On average, these surveys resulted in 92% positive responses
- Many quizzes and challenges, online parties and inclusive celebrations, plus departmental video challenges
- ‘Rate my plate’, ‘Rate my pet’ and ‘Beautiful Brighton’ group photo chats, plus many more...

[CONTINUED...]



[CONTINUED]

- Recognition of awareness days like International Friendship Day and National Curry Week with team videos, competitions and interactive challenges
- A culture of inclusive support including webinars, phone calls and openness, including consulting with business performance coaches and workshops
- A focus on emotional intelligence, ensuring our team felt mentally, physically and technically supported
- A regular calendar of self-development activities
- Wagestream implementation, allowing early access to wages
- Free fitness sessions through Perkbox
- One-on-one resilience sessions, free short courses and brain games. Plus, individually tailored counselling sessions
- During most of our closure periods, we were delighted to be able to pay our team 100% of their normal salaries





PREPARING FOR OUR RE-OPENING

A COLLABORATIVE PLAN

Our staggered reopening plans ensured that our team weren't launched into the deep end, instead we built up our business collaboratively, at a pace that was comfortable for all of our team members.

TAILORED SOLUTIONS

In order for our teams to feel as safe as our customers, we implemented the same incredibly high cleanliness standards in our back of house areas as we have in our public areas. We also implemented team Covid questionnaires; and installed thermal imaging cameras at staff and customer entrances. On a consultative basis, we implemented tailored solutions for the comfort, confidence and happiness of our team members which included physical distancing, signage, screens, contactless processes, hand sanitisers, PPE and branded (as well as disposable) facemasks.

RETURNING TO WORK

We created a very detailed return to work programme, which started a month prior to reopening based on the feedback of our team. Sessions were completed in safe and small groups allowing natural conversation, reassurance and open questions. The week-long training started online and included a full day induction with the people team, plus focused department training on new, safe working practices. The training also included our Covid procedures, travelling to work, being safe inside and outside of work, personal hygiene best practice, and the safe use of products and chemicals.

[CONTINUED...]



[CONTINUED]

FEEDBACK

We also ran a series of 'focus on you' online sessions in small groups. Our aim was to create a safe and peaceful environment for everyone. In our staff survey after opening, 97% of our team felt safe with the measures we had put in place. Our most recent survey echoed this with a 97% engagement score, with nine departments scoring 100%.

FIT FOR WORK

Throughout the pandemic, we encouraged active and healthy lifestyles. Whether sign-posting our team to free online exercise classes, sharing activity tips, or encouraging our team to be active outdoors when they could, we engaged regularly through Yapster. We also took part in challenges like Cycle September coming third out of businesses in Brighton and Hove, and Step into Spring where our team racked up miles walking and cycling around our glorious city.

TRAINING AND DEVELOPMENT



ONLINE LEARNING

During the pandemic, we ran first aid, mental health first aid, fire, EVAC chair, and cyber security training sessions. We have also recently introduced new e-learning modules to our portfolio which include mental health and stress awareness and encourage genuine conversations with our team. We have also made full use of funded short courses, allowing our team to progress at work, or add to their personal skills. Over 20 employees have recently enrolled in qualifications in Customer Service, Business Administration, Digital Marketing, Understanding Mental Health, Understanding Autism and Nutrition Awareness.



NEXT GENERATION TALENT

We form local partnerships with community groups and enterprise networks to engage talent and encourage young people to pursue a career in hospitality. Our work has resulted in us becoming the choice employer to represent our industry in the area at careers events. Our work experience programmes have engaged hundreds of students, with many returning following their studies. Pre Pandemic, we welcomed 62 students from 10 local schools and colleges for work experience in the hotel, alongside an 'a la carte' style offering for schools providing meaningful opportunities for hundreds more students into the world of work. These continued during the pandemic with many online work based activities and discussions hosted by key managers.



TEAM DOMENICA

We also work in partnership with Team Domenica whose vision is for people with learning disabilities to be valued in workplaces. Since working with TD, we have successfully welcomed three young adults into the kitchen and housekeeping teams. We currently have two further supported internship placements that were postponed during the pandemic but will certainly lead to two further paid jobs being offered post opening. On top of this we have provided a work experience programme for 30 other learners to date, giving them their first step to independence and employment.



ADULT LEARNING

We also work with Brighton Met and Oak Grove colleges providing a work experience programme for their adults with learning disabilities catering course, frequently visiting the centres to meet with their students, offering careers advice and employability support. We also work with Skills UK who offer a programme to attract disadvantaged talents and offer traineeships and work experience, with a view to employment for the local community who may perceive a hospitality career to be out of reach. These initiatives have continued during the pandemic, with virtual cookalongs and hotel tours, so students don't miss out on these valuable experiences.



TEAM REWARDS AND RECOGNITION

Ideas

We use a platform called Mo to encourage employees to share their voice under 'company challenges' and 'new ideas' where they can add new ideas, vote on other's ideas and all ideas are assigned to managers to review, give feedback on and implement. This process is incredibly rewarding for team members.

Rewards

We focus on custom rewards, that recognise the importance of what's meaningful to the individuals within our team. We offer an unrivalled incentive scheme where employees can digitally exchange their reward points - 'Grands' - for 35 different options including cash, experiences, tickets, treats and more. Plus, every six months we run a draw to win an expenses-paid trip for two, with destinations including Venice, Amsterdam and St Tropez, and our 2021-22 destination New York.

Experiences

We believe that you can't deliver what you haven't experienced. Which is why as part of our inductions, all new team members, depending on their department, are invited to eat, drink or stay with us, with a guest, to experience our exceptional hospitality first hand.

OUR PEOPLE PERFORMANCE

In 2020, one year
Retention sat at a record

88%

with the number of employees with 1 years' service at 173, an increase on the already impressive 72% retention of the previous year.

More detailed Long Service statistics remained extremely healthy recording all-time highs - with

9%

of employees with 10 years' service; 30% with 5 years' service and 49% with 3 years' service of more.

Our inclusive team is made up from individuals from

32

different countries accross the world, with over 50%* from the EU and 5% from countries outside the EU, including The Gambia, Zimbabwe, Iran, Thailand, Japan, Albania, Brazil and Venezuala.

*(This figure is significantly reduced following Brexit where in 2018 - 70% of team were non British)

OUR 2020 WINNERS...

Virtual annual awards

Our 2020 annual employee awards were run virtually, and to celebrate the occasion we increased our usual 10 awards to 20. Team members nominated their colleagues, and we gave everyone takeaway goodie bags to celebrate. It was a huge success with the stream at max capacity!

UNsung HEROES:

Michael and Tomasz, Kitchen Porters

"Instrumental in the success of our cleaning programmes to keep guests and teams safe."

BEST SUPPORTING ACT:

Isabel, Housekeeping

"Has proven again and again that there's no challenge too big or too small"

RISING STAR:

Kasia, Reception

"Is a great role model, is eager to learn and is definitely a future manager".

EXCELLENCE IN SERVICE:

Sarah, Front of House

"We admire her modesty as she goes about her job and delivers excellent service."

Front of house:

OUTSTANDING ACHIEVEMENT:

Janos, Nights

"Always there to help with all the tips and tricks. An asset to the hotel."

EMPLOYEE OF THE YEAR:

Spencer, Concierge

"A caring support, and the first port of call in making guests feel special and welcome."

We know from feedback, it's our annual Grand Hotel Awards, that's the highlight of the year, talked about for months. It's our opportunity to celebrate success. Recent themes include a "A Grand Saloon", "Big Top, Grand Rock" and "G-Fest"!

The pandemic certainly through a curveball - but with an event that has such significance in our employee experience, we had to be creative to host an event that sparked the same enthusiasm and genuine excitement.



RECENT AWARD THEMES

RECENT AWARD THEMES



[CONTINUED]

Back of house:

OUTSTANDING ACHIEVEMENT:

Maintenance Team

"For getting things done and making it happen with passion."

ONE TO WATCH:

Luis, Linen Porter

"Going above and beyond, always leaning and delivering amazing results."

Business Support:

OUTSTANDING ACHIEVEMENT:

Yago, Cellar

"This person has caught the eye of our most senior managers for all the right reasons."

ONE TO WATCH:

Samantha, Marketing

"Very effective, producing incredible results that we often 'wow' at."

EMPLOYEE OF THE YEAR:

Isabel, Housekeeping

"A total go to person who shows tremendous support and commitment."

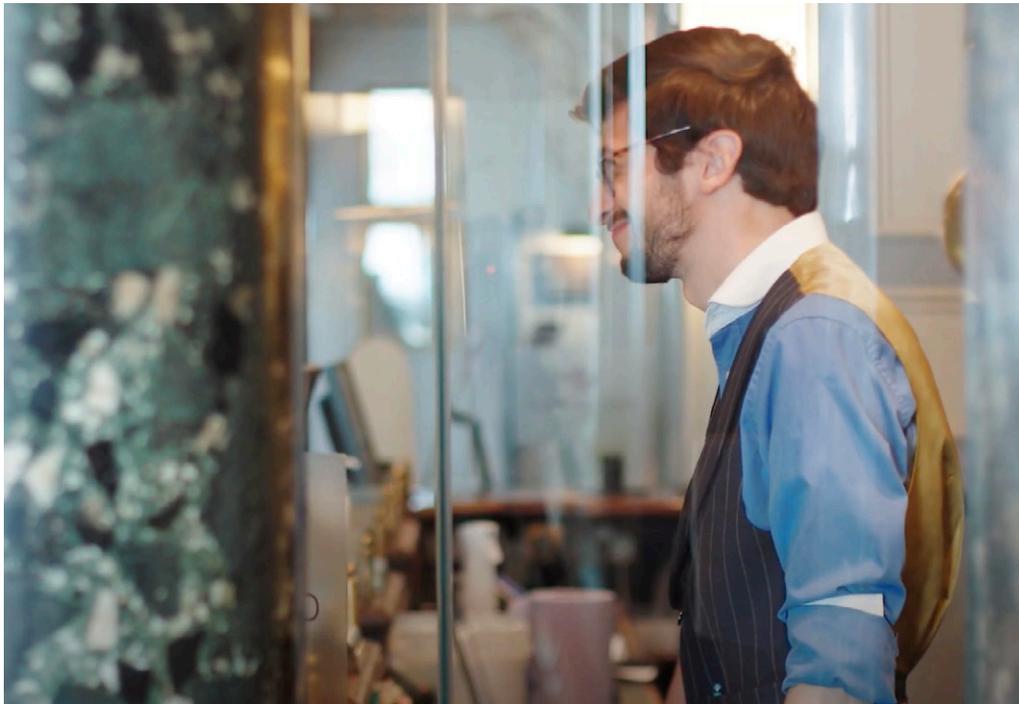
EMPLOYEE OF THE YEAR:

Amy, Meeting & Events

"In normal times people need a good manager, in difficult times, they need a great leader."



[CONTINUED...]



[CONTINUED]

Food and Beverage:

OUTSTANDING ACHIEVEMENT: Marco and Kaidi, Room Service

“Working hard to meet guest needs through multiple challenges.”

ONE TO WATCH: Grace, Lounge

“Consistent, friendly and solution orientated with a clear passion for hospitality.”

EMPLOYEE OF THE YEAR: Asier, Bar

“Shows great passion and commitment, whilst being cool, calm and collected.”

BEST BUSINESS CONTRIBUTION: Sandra, Accounts

“For celebrating initiative and drive, whilst being tenacious, resilient and driven.”

MANAGER OF THE YEAR: Ciarron, IT

“Always working on new initiatives we didn't know we needed.”

TEAM OF THE YEAR: Housekeeping

“Our winners have not just gone above and beyond this year, they have exceeded that.”

EMPLOYEE OF THE YEAR: Antonis, Chef

“Effortless delivery, a true team player, and a man we all trust.”

TEAM DEVELOPMENT PROGRAMMES

As well as introducing an apprenticeship programme across all levels of the business; free access to Magpie, a learning platform similar to Netflix, which captures learning preferences; running Exceptional Hospitality seminars; delivering English classes for employees wishing to improve their career but who are restricted by communication skills; we've also created a diverse platform for employees to build their career within a culture that recognises their individualism and focuses on mentoring and guidance.

Programmes we've launched:

- Leadership Development Programmes focusing on performance improvement
- A Supervisory Development Programme allowing employees to define their individual roadmap based on their development needs
- A Management Academy that inspires managers to take charge of their career, setting both personal and business-related goals
- A Food and Beverage Academy offering a fantastic opportunity for employees to ignite their future through practical learning experiences
- An Apprenticeship Academy offering the opportunity to start a Grand career in Hospitality

An agile development strategy requires tweaks and revisits, constantly seeking feedback to improve. Each of our platforms has evolved over the years but success is clear.



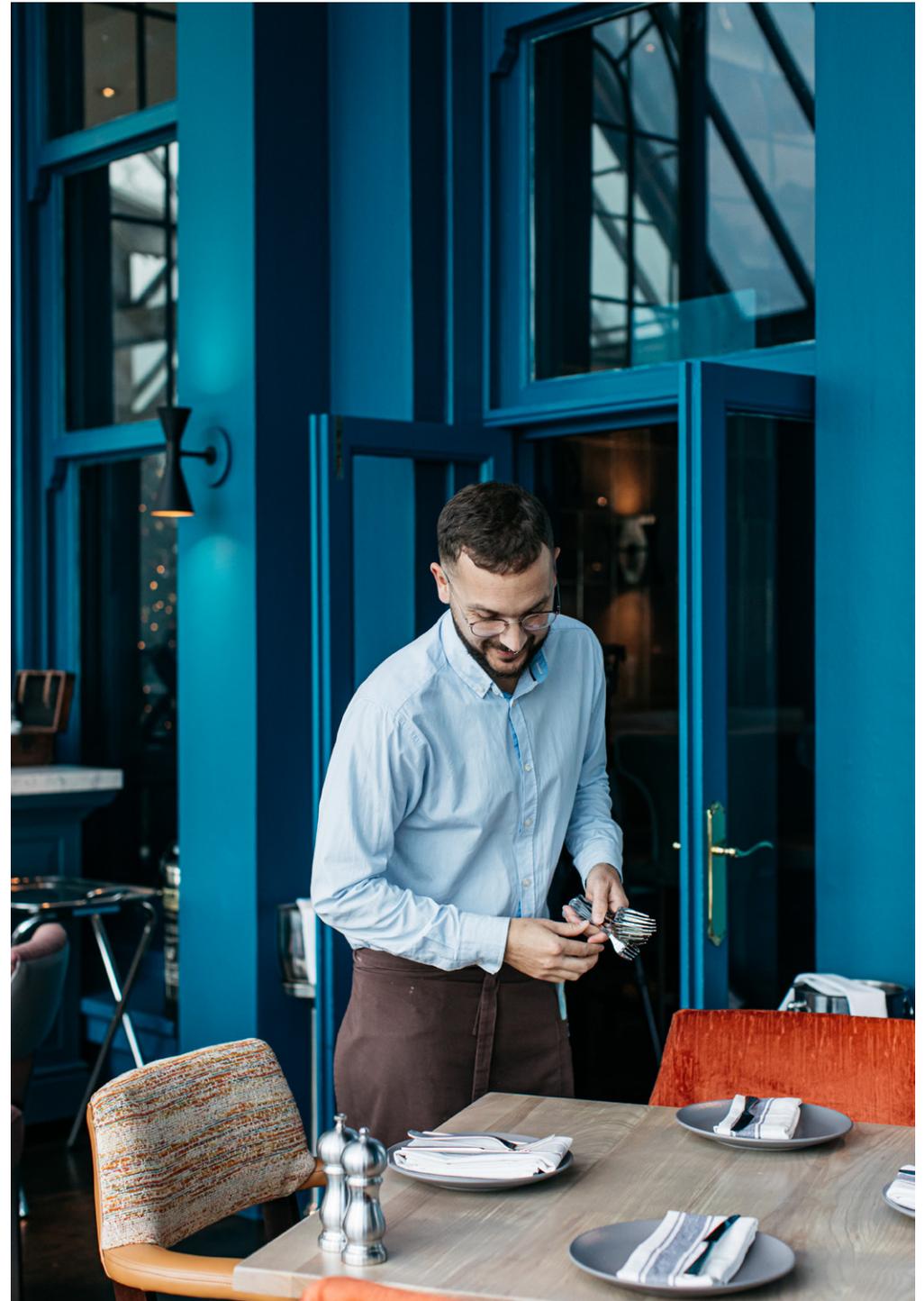
[CONTINUED]

Some of our results:

- Employee retention is up 23% in four years
- Over 50 people moves and promotions have happened each year for the last four years
- Plus, the numerous success stories of home-grown talent from the platforms



Check out some blogs from our Food & Beverage Academy at grandbrighton-blog.co.uk



OUR FOOD AND DRINK

We are proud to work with some incredible local suppliers who offer top quality ingredients and products, with a focus on sustainability. Responsibly and locally sourcing our food products and ingredients following seasonal trends is important to us, in order to reduce our food miles and support our local community wherever possible.

Trenchmore Farm

A sustainable and family-run farm located in Horsham, they provide Wagyu beef from Sussex-reared cattle, and their delicious Silly Moo cider, brewed from the apples on their farm orchard.

Brighton & Newhaven Fish

We receive two shipments of fish each day to give our guests the freshest tastes of the sea. Located next to Hove Lagoon, they are committed to sustainable fishing practices.

Great British Charcuterie Co.

Based in Brighton Marina, they provide the finest British artisan charcuterie, cheese and wine, with a focus on quality, seasonality, providence and animal welfare.

Bird and Blend Tea Co.

An independent, award-winning tea company based in Brighton, they create and supply over 70 gorgeous tea blends, ensuring that from leaf to cup, their tea is as eco-friendly as possible.



Cast-Iron Coffee Roasters

Cast-Iron is a family business focused on sustainably sourcing and roasting coffee beans at their workshop in West Sussex, producing speciality single origin and blended espresso coffees.

English Sparkling Wines

Alongside some award-winning international wines, we are proud to showcase some of our favourite hand-picked local delights from East Sussex, including Oxney Estate and Ridgeview.

Weez & Merl

These local recycling heroes melt, marble and make a variety of products from waste plastic, and have beautifully designed our coasters, menus boards and several artwork pieces.

Sea Change

Like us they are passionate about two very important things: protecting our oceans from plastic pollution and great tasting wine. Every bottle of Sea Change helps fund ocean conservation projects across the globe and our minimal packaging reduces waste and environmental impact.



[CONTINUED]

Last year, we worked with the fantastic photographer, Mandy Barker to install some new stunning artwork pieces in Cyan. The photos are from Mandy's Shelf Life collection, which raises awareness of marine plastic pollution. The series shows plastic that has washed up at the UNESCO world heritage site of the uninhabited Henderson Island in the middle of the South Pacific. Plastic was recovered from over 45 major brands from over 25 countries across the world, including the UK.

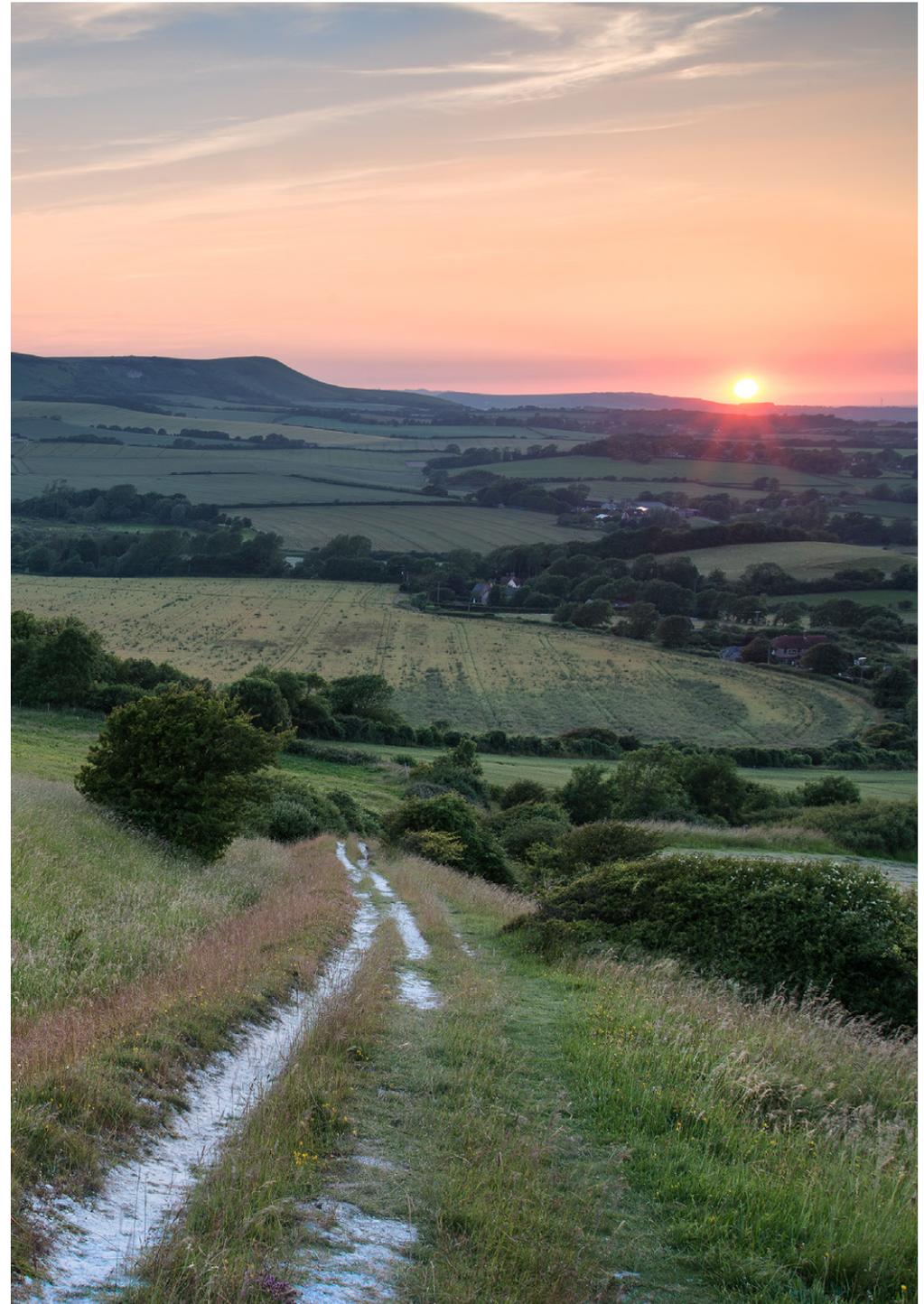
The images are inspired by the coral reefs and marine life that surrounds the island, except the subjects are plastic rope and bags. Mandy ran an exhibition at the Brighton Museum in 2020 entitled 'Our Plastic Ocean'.

We also work with Plastic Oceans UK in selecting sustainably sourced seafood dishes from our menu that include a donation to this very worthwhile charity.

OUR CORPORATE SOCIAL RESPONSIBILITY

The Grand is committed to creating, in partnership with our owners, team members, guests and local community, a socially responsible environment in which we operate.

We are committed to complying with all relevant environmental legislation and endeavour to reduce our environmental impact through the implementation and development of our Corporate Social Responsibility Commitment and Green Policy.





OUR PROPERTY

Our beautiful Victorian surroundings don't naturally lend themselves to running incredibly sustainably, however we are continually working to understand the environmental issues that can be associated with all our operations and how we can do our best to improve our operations. Below are some examples of the ongoing actions we are taking, and we really hope that you'll support us during your stay.

- With only an essential team on site, we significantly reduced our consumption during lockdown with no air conditioning, and boilers all turned down to minimum. Utilities were monitored frequently to keep making them more sustainable
- Our air conditioning systems were updated in 2018 to the most sustainable options
- Our three big gas boilers are being replaced with eco-friendly boilers with heat pumps to heat our hot water supply
- The LED lighting around the hotel has been upgraded to lowest energy levels

Moving forwards, our sustainability commitments include:

- A continued focus on the journey to run more sustainable properties
- Removing natural gas and installing induction hobs in any new kitchen refurbishment projects
- Projects to monitor waste and recycling
- Using low CO2 paint and sustainable products in maintenance and development projects
- Adding Environmental Management System considerations, to include resources sourcing and ethical trading, in our risk assessments for working with new contractors as part of our tendering process



[CONTINUED...]



[CONTINUED]

- A combined team effort to remove single use plastic across our business by 2022, with many initiatives already underway.

It can be the small things that make a big difference, so we also use bio-degradable wrapping on our conference sweets and laundry wrapping, paper or metal straws, re-usable plastic glasses for catered events and Vegware takeaway cups as well as sustainable packaging on our takeaways and conference packed lunches, recycled christmas crackers for our festive parties.

2019 highlights: another 0 to landfill performance with 470 tonnes of waste diverted and 147k kwh of renewable electricity generated, plus 200 trees saved and 43% of waste recycled, and in 2020, for the months we were open this figure was 46%.



OUR ROOMS

TAKE A SEAT

We've carefully chosen balcony furniture selected through Ovation which is both contemporary in style but kind to the environment. Surprisingly, it's all made from milk cartons and ice cream containers which are diverted from landfill sites!

GET COMFY

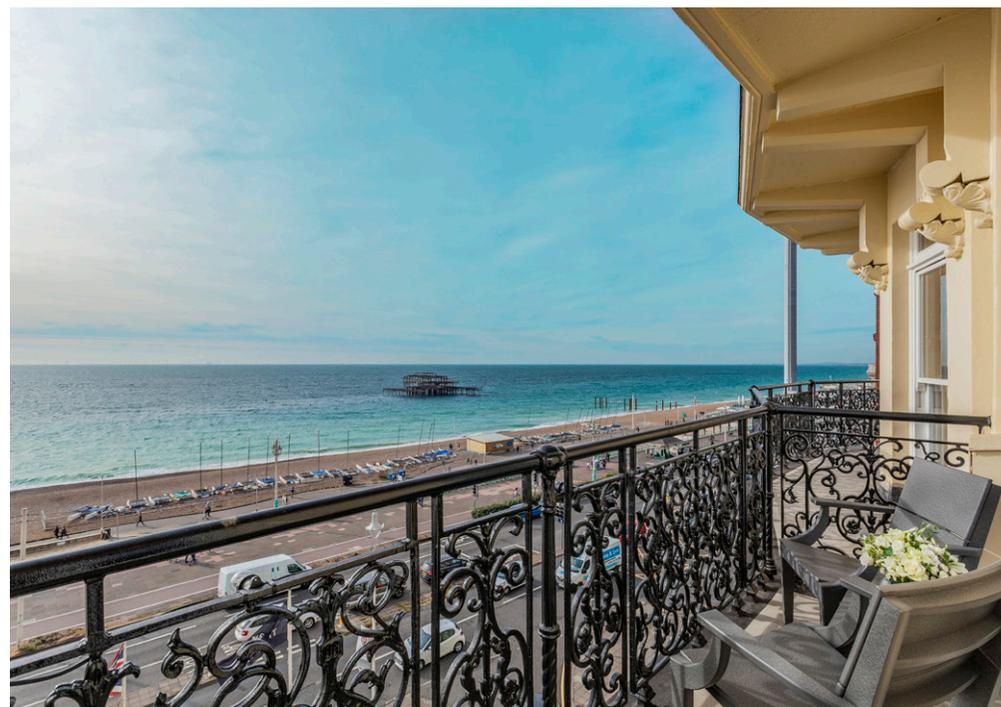
We are also delighted to use sustainably made blankets and cushions in some of our bedrooms. You'd never know it, but these beautiful soft furnishings are made from recycled plastic bottles.

POUR A CUP

Coffee lovers will note that in-room Nespresso coffee machines have been updated with new compostable Eden coffee capsules that break down into simple raw materials which can be re-used in compost. Additionally, the coffee inside is ethically sourced and organically grown.

HAVE A SIP

We also continue to stock Life Water, which is in 100% recyclable packaging, and for every bottle of Life Water consumed, a donation is made to its charity Drop4Drop who supply clean running water to communities in need across the globe.



CHARITY SUPPORT



ROOTS TO GROWTH

You'll find us working on volunteering projects with this local community group, in their market garden planting and harvesting crops, helping to create therapeutic well-being spaces for the community and inclusion for vulnerable adults.



ROCKINGHORSE

We support this amazing Brighton-based children's charity through events like creating and hosting Brighton & Hove's Chef's Table, and fundraising initiatives through our management academy. In supporting them, we help raise money for life-saving and cutting-edge medical equipment, while ensuring that children are treated in an environment suited to their needs.



THE GREAT BRITISH BEACH CLEAN IN CONJUNCTION WITH MARINE CONSERVATION SOCIETY

We participate in The Great British Beach Clean as well as regularly running our own Green Team beach cleans in Brighton.



AMAZE

In 2020, we launched our fundraising activities for new Charity partner Amaze, for families with disabled children and young people in Sussex - then closed weeks later! Trading for only short periods, our focus had to change to smaller initiatives - instead we offered food that couldn't be used to food banks and arranged with Visit Brighton for the team to volunteer in local vaccination centres.



TOGETHER CO

We also work with a local Loneliness Charity who provide Befriending & Social Prescribing services to local residents struggling with social isolation, something that many people have been affected by, and even more so due to the pandemic. We asked the team to make a difference to someone in need and join us in writing Christmas cards to people who are alone, struggling, and send some festive cheer their way. We sent almost 100 cards and the feedback was heart-warming!



DROP4DROP

Further afield, we support Drop 4 Drop funding clean drinking water bore-wells in communities that have no access to safe drinking water or twinning our guest toilets with latrines in Uganda, helping flush away poverty.



THE GRAND

BRIGHTON

A GRAND CULTURE



INDIVIDUAL



INCLUSIVE



PROGRESSIVE