

Responsible Business Report 2011



THE
REZIDOR
HOTEL GROUP

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Unless otherwise indicated, achievements mentioned in this report cover all hotels which are managed, leased or franchised by the Rezidor Hotel Group. This includes 325 properties which were in operation on 31 December 2011.

Note: From 18 January 2012, the Rezidor Hotel group became a member of the Carlson Rezidor Hotel Group. Carlson owns the core brands Radisson and Park Inn and is the majority shareholder of The Rezidor Hotel Group. The legal company entity is the Rezidor Hotel Group. Therefore this report refers to Rezidor.

See www.rezidor.com for more information.

Going global

2011 marked another impressive year for Responsible Business at Rezidor and across all of our hotels in Europe, the Middle East and Africa. In 2012, together with our strategic partner Carlson, we are going global.



The three pillars of Responsible Business

1. Taking responsibility for health and safety of guests and employees
2. Respecting social and ethical issues in the company as well as in the community
3. Reducing our impact on the environment.

Under our joint name – the Carlson Rezidor Hotel Group – we are seen as one operator across the worldwide market. This global cooperation also means we give even more attention to our role as a Responsible Corporate Citizen. Together with our guests, owners, employees and other stakeholders, we continuously strive to maximise our environmental and social performance. We are already proud that our efforts have been recognised and rewarded: in 2011, for the second year in a row, Rezidor has been named one of the world’s most ethical companies.

Rezidor has come a long way since we pioneered Responsible Business in the hospitality industry with the launch of our environmental policy in 1989. Over the years, our Responsible Business programme has developed into an award-winning strategy which is focused on

three pillars: the health and safety of guests and employees; respecting social and ethical issues in the company and the communities in which we operate; and minimising our environmental footprint.

Our passion for Responsible Business is shared by all our employees. They live Responsible Business in the daily operations and carry the core values of the company through our unique Yes I Can! service philosophy. Together with Carlson, we are now looking to achieve truly global synergies in the area of Responsible Business. These will be achieved through our:

- Global Business School
- Industry leading Responsible Business training, including a module focusing on Child Protection

- Global Responsible Business Action Month (in 2011, Rezidor celebrated the eighth edition of this event)
- Partnership with the World Childhood Foundation
- New global partnership with World Cleanup 2012.

In 2012 we return to our environmental leadership roots with the launch of an ambitious energy saving initiative – Think Planet! We will continue our commitment to Responsible Business as we grow our leading brands globally.

Kurt Ritter, President & CEO

About Rezidor



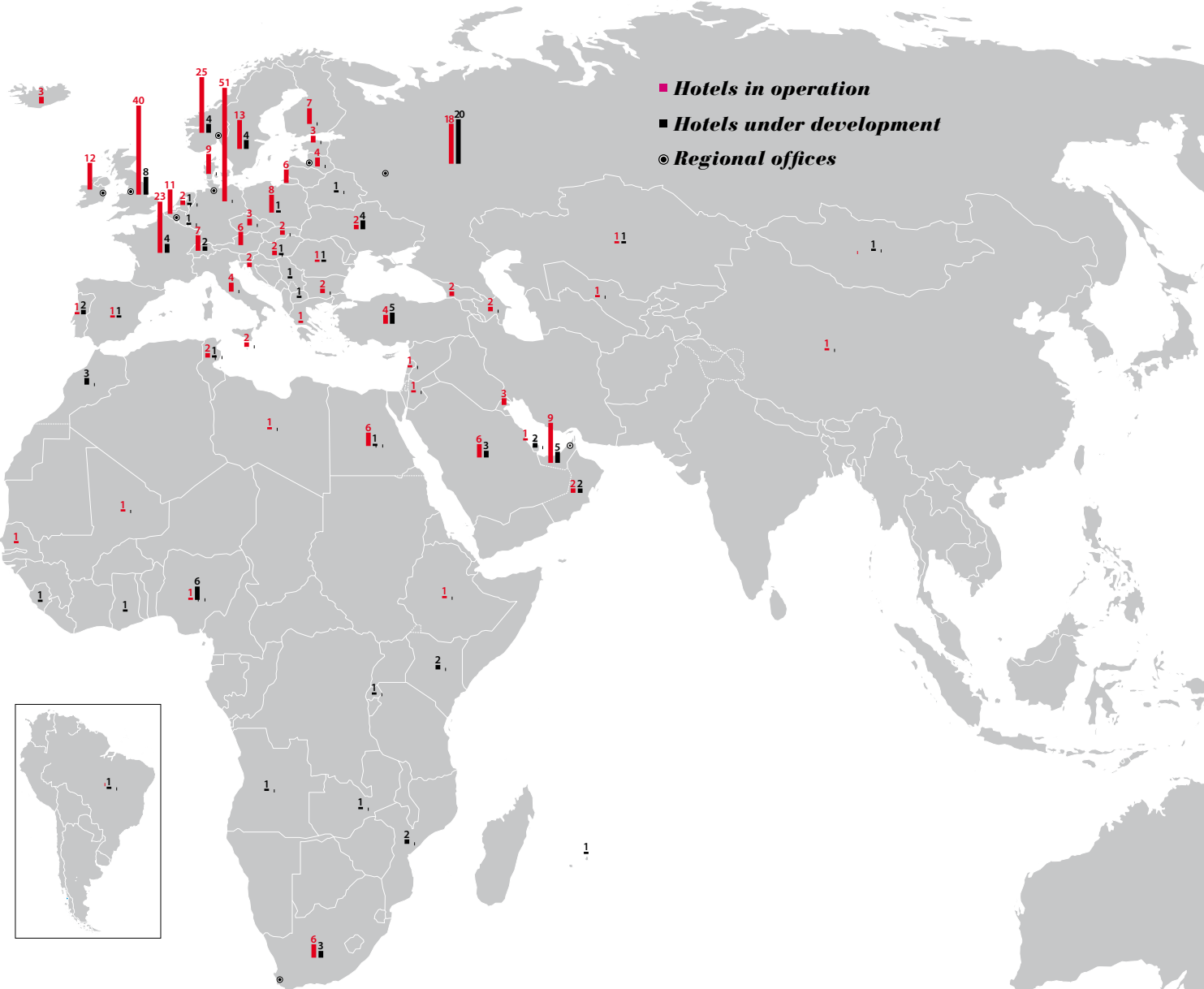
The Rezidor Hotel Group is one of the fastest growing hotel operators in the world with a presence in 65 countries and three strong hotel brands.

The hotels in our portfolio are operated under three core brands: Radisson Blu; Park Inn by Radisson; and Hotel Missoni. We develop and license Radisson Blu and Park Inn by Radisson in Europe, the Middle East and Africa (EMEA) under Master Franchise Agreements with Carlson, a global, privately owned hospitality and travel company. The Hotel Missoni brand

is operated under a worldwide licensing agreement with the Italian fashion house Missoni. At the end of 2011, Rezidor had 325 hotels (circa 71,000 rooms) in operation and 100 hotels (circa 22,000 rooms) under development in 65 countries across EMEA.

Rezidor focuses on hotel management. Currently, all hotels in Rezidor's portfolio are

either operated by Rezidor itself under a lease or a management agreement, or by a separate operator using one of the Rezidor brands under a franchise agreement. Our Responsible Business programme is encouraged at all hotels, including franchised properties, and our corporate offices.



The World Around Us

– Responsible Business Stakeholders

Striving to be a successful, sustainable business requires a dedicated appreciation of the environment in which we operate. Rezidor recognises we have an impact on a wide range of stakeholders, both directly and indirectly.

Our Impact, Risks and Opportunities

In 2010, the World Travel & Tourism Council (WTTC) estimated that the global travel industry generated 258 million jobs and contributed 9% of the global gross domestic product. An industry of this size has a considerable impact on the social, economic and environmental conditions around the world.

We have identified three critical global impacts and trends that affect our business and value chain: climate change; resource use, and employment.

Caring for Climate

The UN World Tourism Organisation (UNWTO) estimates that travel and tourism, excluding aviation, was responsible for about 3% of global greenhouse gas emissions in 2010. UNWTO believes that this figure will grow at 2.5% per year until 2035.

The tourism sector does not only contribute to climate change, it also faces risks as a consequence of climate change. These risks are mainly linked to hotel locations, an increase in severe weather patterns, and to increasing legislative pressures and taxation related to carbon emissions.

Rezidor believes this gives us clear responsibility to take serious action on climate change. At Rezidor, we do this by adhering to the UN Global Compact and Caring for Climate initiative and by continuously striving to lower our carbon footprint.

Reducing Water Consumption

Hotels are very resource-intensive, particularly in terms of energy and water use. They also impact the natural environment through waste generation.

In 2006 the UN estimated that by 2050, the world's need for drinkable water will double and the need for fresh water for agriculture will increase by 80%. In light of this prediction, Rezidor has recognised the urgent need to continuously reduce water consumption in our operations and to integrate the newest water-saving technologies in our new build hotels and during major renovations.

Being a global employer

“It has been said that arguing against globalization is like arguing against the laws of gravity,” Kofi Annan, UN Secretary General (1997-2006).

Workforces are becoming increasingly global. The hospitality industry in general, and Rezidor in particular, employs people from very diverse ethnic and religious backgrounds. With hotels in 65 countries across EMEA, Rezidor's staff represent more than 140 different nationalities.

The wide array of countries in which we operate and the backgrounds of our employees means that we have to diligently check we comply with local laws, inform our employees of their rights, ensure non-discrimination, and make sure our staff operate to the highest ethical principles wherever they are located. For our Code of Ethics and its companywide implementation, Rezidor has been listed as one of the World's Most Ethical Companies for the second year in a row.

At Rezidor we believe diversity is an asset. We can learn from each other as a company and as individuals, develop talent globally, and progress further as a global workforce.



Our Stakeholders and Our Responsible Business Policy

Rezidor has identified eight main stakeholder groups. We maintain clear commitments to each group which are detailed in our Responsible Business policy.

The basis for identifying and selecting our key Responsible Business stakeholders relates primarily to the extent to which we influence or impact them: economically; socially; and environmentally.

Through our daily operations and dedicated exchanges with each stakeholder group, we continuously listen to their expectations for both today and the future.

The Responsible Business Approach

At Rezidor, Responsible Business means considering both our short- and long-term interests, and integrating economic, environmental and social considerations into our decision making.

Since we created our Responsible Business programme in 2001, Rezidor has focused its activities on three pillars:

1. Taking responsibility for the health and safety of guests and employees
2. Respecting social and ethical issues in the company and the community
3. Reducing our impact on the environment.

Memberships

Together with Carlson, we are joint members of the following organisations:

- International Tourism Partnership (ITP). ITP brings together the world’s leading international hotel companies to provide a voice for environmental and social responsibility in the industry. Rezidor was one of the founding members of ITP in 2004 and, together with Carlson, we continue to play a leading role in the hospitality industry forum on responsible business.
- World Travel & Tourism Council (WTTC). An international organisation of travel industry executives which promotes global travel and tourism.
- ITP and WTTC Joint Hotel Carbon Measurement Initiative. ITP and WTTC, together with all major hospitality companies, are collaborating on a groundbreaking initiative to unite industry efforts to create a single methodology for calculating carbon footprints and consistent metrics for communicating emissions. Rezidor is an active member of the working group and is participating in the pilot tests.
- Signatory to the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism. The Code started as a project of ECPAT (End Child

Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes) and is supported by the UNWTO and UNICEF. In 2004 Carlson was the first major North American hospitality company to sign the Code. Together, we adhere to the Code’s principles in all of our hotels.



Stakeholder	Responsible Business Policy
Employees	We educate and facilitate for our employees to make a conscious decision in favour of environmental, ethical and social issues in their work and private lives.
Customers	We inform and make it easy for our guests to participate in Responsible Business related activities at our hotels.
Property Owners	We work together with property owners to find innovative solutions that satisfy our economic, environmental and social objectives.
Shareholders	We provide shareholders and investors with timely, accurate and transparent information on Responsible Business performance, related risks and opportunities.
Suppliers	We strive to purchase products that have a reduced environmental impact during their lifecycle, from suppliers that demonstrate environmental and social responsibility.
Authorities	We require our managers to abide by local and international legislation, especially regarding labour laws, health and safety, human rights and the environment.
Community	We take an active role in the international responsible business community, and contribute to the local communities where we operate.
Environment	We do our utmost to continuously improve our performance in the areas of energy, water, chemicals and resource consumption, and waste generation to reduce our impact on the environment and minimize our carbon footprint.



Organisation, Governance and Timeline

Rezidor's Responsible Business policy is embedded at all levels of the organisation. We combine both a top-down and bottom-up approach to ensure maximum engagement in operations and the greatest impact for the Group as a whole.

Head Office	CEO and Executive Committee	Responsible Business reports directly to the CEO of Rezidor. The Executive Committee is frequently updated on strategies, plans and progress.
	Responsible Business Department	Sets the Responsible Business strategy and follow-up, and ensures cross-departmental cooperation.
Regions	Regional Responsible Business Coordinators	There are a total of 19 Regional Responsible Business Coordinators who set regional targets in line with Group strategy. They also follow-up on progress. Area Vice Presidents are closely involved.
Hotels	Responsible Business Coordinators	Each hotel has a Responsible Business Coordinator who works closely with the Hotel's General Manager. The Coordinator defines and implements Responsible Business action plans in line with both regional and Group priorities.

Responsible Business Yesterday and Today

Rezidor has a unique and long history of Responsible Business.

1988

- Creation and adoption of the SAS International Hotels Safety and Security Standards.

1989

- First environmental policy driven by SAS Group.

1996

- Launch of the Radisson SAS environmental programme with 24 action points.
- Founding member of the International Hotels Environment Initiative.

2001

- Launch of the Responsible Business programme encompassing the three pillars of health and well-being, social and ethical responsibility, environmental responsibility.
- Responsible Business Coordinators appointed and trained.
- First Responsible Business Training initiated with 35% of staff trained by year-end.
- Monthly reporting of energy, water and waste.
- Save the Children becomes corporate charity organisation.

2003

- Launch of Hotels Environment Action Month (now Responsible Business Action Month).
- Radisson Blu Plaza Hotel, Oslo, is first Rezidor property to receive third party environmental certification with the Nordic Swan eco-label.
- Rezidor becomes chair of International Hotels Environment Initiative Executive Committee.

2004

- Rezidor's efforts are recognised with the Hospitality Award for Environmental Protection.
- Carlson Companies signs ECPAT Code of Conduct against sexual exploitation of children.

2005

- First Rezidor Responsible Business Award given to the Radisson SAS St Helen's Hotel (Dublin).

2006

- Responsible Business programme awarded HOFTEL Owner-Friendly Innovation of the Year.

2007

- World Childhood Foundation becomes corporate charity organisation.
- Rezidor is first international hotel group to offer guests carbon offsetting.

2008

- Launch of rezidorethics.com, an independently managed website which enables employees to raise concerns about potential breaches of our Code of Ethics.
- Monthly TRIC=5 reports distributed to all General Managers.
- Rezidor is one of the founding members of US State Department's Overseas Security Advisory Council (OSAC) Hotel Security Working Group.

2009

- Rezidor signs the United Nations Global Compact.

2010

- Rezidor is named one of the World's Most Ethical Companies by the Ethisphere Institute.
- 44% of our hotels are eco-labelled.
- Rezidor leads a joint effort with Carlson companies to further develop safety and security globally for the companies and their brands.
- First global responsible business action month with Carlson Companies.

A Success Story: Highlights 2011

2011 was a remarkable year in Rezidor's Responsible Business journey with successes in all three pillars of our Responsible Business programme.

Pillar 1: Health and Safety of Guests and Employees

- Rezidor Business School celebrates 15-years of operations.
- Brain Food launched in Denmark, Norway and Sweden.
- Employee satisfaction remains high at 86.7%.

Pillar 2: Social and Ethical Issues in the Company and the Community

- For the second year in a row, we are named one of the World's Most Ethical Companies by the Ethisphere Institute.
- 80% of Rezidor hotels participate in the Responsible Business action month for the community in September. 385 TEUR is raised for local and international charities.
- Global partnership with World Cleanup launched.

Pillar 3: Minimising our Environmental Footprint

- Proportion of eco-labelled hotels in the Group reaches 55% (or 179 hotels).
- Environmental performance is maintained in the context of increased occupancy.
- Carlson and Rezidor participate in the ITP and WTTC's Hotel Carbon Measurement Initiative.

Think Planet!

In January 2012, Rezidor launched Think Planet, an ambitious energy saving initiative which aims to reduce energy consumption by 25% by 2016. Building on our environmental successes of the past years, Rezidor hotels will continuously reduce their resource consumption by focusing on operations and investments. In parallel, challenging environmental targets will be set for major renovations and new builds. The target of 25% will ensure Rezidor exceeds current environmental standards by utilising the latest available low-energy technologies.



Key Performance Indicators

	2011	2010	2009	2008
Energy/m ² (kWh) Radisson Blu	291	285	279	292
Energy/m ² (kWh) Park Inn	306	304	290	308
Water/ Guest Night (litres) Radisson Blu	424	433	415	461
Water/ Guest Night (litres) Park Inn	301	327	358	375
Waste/ Guest Night (kg) Radisson Blu	1.48	1.49	1.69	1.70
Waste/ Guest Night (kg) Park Inn	1.10	1.39	1.51	1.77
Medallia Guest Satisfaction Environmental Conscientiousness	8.1	8.1	7.9	—
Climate Analysis Employee Satisfaction score	86.7	86.7	85.8	85.1
Average 3T Monitor Safety and Security self-audit score	92.7	92.9	93.7	92.3



An Innovative Brainchild: Brain Food for Meetings by Radisson Blu

Brain Food is an exciting new concept developed by Radisson Blu for meetings and conferences. Brain Food helps maintain delegates' concentration.

"I'm very proud of the work that went into creating our inspired new Brain Food offering. Our fantastic Nordic team really thought outside the box to create a unique new Food & Beverage product that is innovative, relevant, exciting and compellingly attractive to our customers."

Michael Neuner,
Vice President
Food & Beverage

Brain Food is the latest industry leading innovation from Rezidor. Developed in close cooperation with our Radisson Blu chefs in the Nordics and a team of highly qualified experts and nutritionists, Brain Food is a menu of recipes which are designed to ensure that all meeting participants remain at their maximum performance level throughout an event. Brain Food brings benefits to both delegates and organisers.

Scientific studies have shown that food affects our brain function. Eating the right nutrient at the right time improves our ability to learn and to concentrate. Smart eating can speed-up our reactions and can even lower stress levels – all factors that crucially affect the quality and success of a meeting.

The Brain Food recipes are based on six simple principles:

1. More fish, whole grains, eggs, fruit and vegetables
2. Use of local and fresh ingredients where feasible
3. Pure ingredients with minimal processing
4. Less meat and a fat content of 10%
5. Naturally sweetened food and never more than 10% added sugar
6. A focus on quality and taste experiences that sharpen the senses.

In line with our Responsible Business commitments, fresh and locally sourced ingredients are utilised wherever possible as they are the most nutritious, taste the best and are kindest to the environment.

Brain Food has been launched to enormous acclaim across Denmark, Norway and Sweden. Evaluations are now underway to see how this fantastic, original concept can be introduced into other Rezidor regions.



PILLAR 1:

Health and Safety of our Guests and Employees

With hotel operations in 65 countries, keeping hotel guests and staff safe in sometimes risky local situations is an essential part of our business. Rezidor believes that maintaining appropriate levels of safety and security is dependent on the daily actions of every employee at every level of the company. This requires a dynamic programme that can be adapted to meet changing circumstances in different locations.

TRIC=S – The Rezidor Formula for Safety and Security

Although TRIC=S is designed as a dynamic programme, guidelines are needed to ensure the safety and security of guests, employees and owners' investments while maintaining (or even enhancing) guest and employee satisfaction. Therefore Rezidor has developed a formula known as TRIC=S, which stands for Threat Assessment + Risk Evaluation and Mitigation + Incident Response Preparedness + Crisis Management, Communications and Continuity = Safe, Secure and Sellable hotels.

Good, objective threat assessment requires honest, open communication within the Group, so information, experience and good practice is widely shared. In addition to news and media monitoring, Rezidor maintains subscriptions to third-party risk analysis and alert services. Rezidor also encourages hotels to actively engage in safety and security related forums on a local level.

Rezidor Corporate Security is part of the support structure the company has put in place for its decentralised and individually empowered hotels. Corporate Security is

responsible for collating and sharing information, analysis and threat assessments with all parts of the company on a continual basis.

Rezidor works very closely with partners such as risk engineers at Willis (insurance broker), in order to help hotels mitigate safety and security risks. The Willis Blue risk management benchmarking programme has been specifically tailored for Rezidor. It follows Rezidor's Four Cornerstone structure for Guest Safety and Security, Employee Safety and Security, Fire Safety and Operational Security. Willis' risk engineers survey a percentage of the portfolio annually in order to measure performance against benchmarks.

In addition, Rezidor hotels carry out an annual operational safety and security self-assessment based on the same four cornerstones.

Safe, Secure Employees Ensure Safe Secure Hotels

At Rezidor we understand that maintaining the high levels of safety and security that guests, employees and owners rightfully expect is only achievable through the actions

of every employee. Therefore, one of the foundations of the programme is Employee Safety and Security.

We encourage our employees to report dangers or irregularities, take immediate action to prevent injury or damage, and to follow-up and ensure that dangers are removed and abnormalities corrected. The simple version of the Rezidor incident response programme follows three steps:

1. Sound the alarm
2. Save lives
3. Solve the problem.

Basing our approach to all incidents on these three simple steps helps to ensure employees can tackle issues as quickly and as close to source as possible, thus limiting the risk that a small issue can cause a larger incident.

Yes I Can! – Always Care

Yes I Can! is our company vision at Rezidor and the Always Care motto for our safety and security programme was inspired by this vision of taking personal responsibility and showing Yes I Can! hospitality. Always Care





says that if we care about people, care about property and care about the world around us, we will also take personal responsibility for protecting these vital elements in our lives. It is therefore everyone's responsibility to Always Care.

Communication at all Levels

The goal of our Safety and Security programme is to meet the ongoing challenges we face. This involves monitoring threat developments – from pandemics to crime to terrorism, both globally and locally – whether they are slowly bubbling-up under the surface or rapidly unfolding in front of us. To ensure that we are on top of these challenges, Rezidor shares a TRIC=S report with all of our hotels and operational units each month. The reports contain data that comes from the two-way communication between individual hotels and the corporate offices to which they report. This sharing of information keeps our programme very dynamic, allows us to learn from the experiences of others, and helps us to continuously improve the information and the good practice library our hotels can access.

Cooperation at all Levels

We advise our hotels to play an active role in their local community crime prevention programmes, regional or national hotel associations and other groups that can help them adapt their safety and security programmes to meet local needs and requirements. We also encourage them to share information and good practices that can benefit others.

At the corporate level, Rezidor is an original member of the US Overseas Security Advisory Council (OSAC) Hotel Security Working Group. We are also actively involved in other programmes designed to make hotels and travel safer and more secure for everyone.

Tomorrow's TRIC=S

We live in a world of real-time communications, where responsibility for ensuring the safety, security and protection of infrastructure is increasingly being shifted from government agencies to the private sector. This brings a new wave of challenges: we not only have a duty to care but we also have a duty to perform. We are also fully aware that our actions will be visible. Our TRIC=S programme has been developed to meet these new demands of transparency and accountability.

An external review of our Corporate Security department and the TRIC=S programme was carried out in 2009 by the UK-based consultancy firm BGN Risk. BGN's report concluded: "This model is providing value for

money, but more importantly it is protecting company assets, employees and customers." We feel confident that the built-in dynamics in our programmes will assist us to continue meeting the challenges we face.

Since November 2010, Rezidor has assisted Carlson Companies with the further development of corporate safety and security processes. It is our goal to bring the corporate safety and security guidelines of both companies closer together, providing a global umbrella of safety, security and resilience for our brands. In 2011 this resulted in the full exchange of information and cooperation on the development of globally aligned libraries of good practice that are available to all hotels affiliated with the companies, regardless of their geographic location. TRIC=S reports are also tailored and distributed to all geographic locations, helping us improve our awareness and ensuring our brands become stronger, safer and more secure.

Healthy and Happy Guests

Creating a healthy and pleasant environment in our hotels is one of Rezidor's top priorities. We focus on offering both non smoking and accessible rooms. Of our 70,766 hotel rooms, 85% are non-smoking, whilst 48% of our hotels are entirely smoke-free in guestrooms, public spaces and back-of-house areas. Over 1,500 rooms (or 2% of the total) are adapted to the needs of disabled guests.

In 2010, Rezidor hotels in Denmark launched Brain Food an innovative solution for meetings. Since then the concept has been enthusiastically adopted in many other countries (see page 8).

Responsible Business practices are incorporated into our hotel restaurants in general and in Rezidor's restaurant concepts: RBG; Fellini; and Verres en Ver. Hotel guidelines are to:

- Use local and organic food wherever possible
- Offer vegetarian and healthy options in each menu
- Eliminate unsustainable ingredients from the menu (for example, bluefin tuna)
- Eliminate single portion packaging from the breakfast buffets.

Rezidor offers guests who stay at our hotels the most environmentally friendly products. For our Anne Sémonin range of bathroom amenities at Radisson Blu hotels, this commitment translates into 100% paraben-, silicon- and GMO-free products, and a guarantee of no animal testing. To help reduce environmental impact further, Anne Sémonin guest amenities are made of recyclable packaging including:

- Bottles made from recyclable PETG
- Caps and soap packaging are made in recyclable PP
- Accessories are packaged in recyclable PET/PE and paper.

Hotel Radisson Blu Hotel Nice

– Winner Award for Diversity Policy

The Radisson Blu Hotel Nice has been a champion of diversity for many years. The hotel trains all staff, conducts an active pro-diversity policy and fights against discrimination. In October the hotel won an award for its overall diversity policy at the inaugural Diversity Awards for the Provence-Alpes-Cote d'Azur region of southern France. Under its Diversity Charter, the hotel pursues a policy of equal treatment in all areas of its operations.

Healthy and Happy Staff

Rezidor's philosophy has always been to promote people from within the organisation. We are committed to developing each employee to their full potential. We offer a range of tools to foster people and to ensure development from within. Our courses are focused on personal development and continuous learning. This focus has led to extraordinary results: 95% of our general managers are developed from within the company.

Rezidor 5-step People Development Programme

Rezidor focuses on a comprehensive and ambitious 5-step people development programme. It includes basic training around the group's unique service philosophy Yes I Can!, high level training to develop on-the-job skills, a Management Development Programme, a company owned Business School (see page 13) and a dedicated Mentor-Mentee Programme for future General Managers. The programme includes the mandatory New Hire Orientation, on-the-job skills development, Yes I Can! and Living Responsible Business.

Focus on Responsible Business training

All Rezidor employees are trained in our unique Living Responsible Business training module. Heads of Departments and General Managers receive an additional Leading Responsible Business course.

The Living Responsible Business training programme covers the 3 pillars of the Responsible Business programme and illustrates how each employee can live Responsible Business in their everyday job and at home. In addition

we focus on the Code of Ethics, Human rights and Child Protection.

Employee satisfaction

Rezidor aims to be the employer of choice for our people. We care for our employees, involve them in our planning and decision-making processes and ask for their feedback. Our annual Climate Analysis, a Group-wide employee satisfaction survey (conducted by an external independent party) found that employee satisfaction remains high at 86.7% in 2011 (same level as 2010). The 2011 survey included 23,108 participants from 263 business

Radisson Blu Hotels in Brussels Win Belgian Diversity Award

The two Radisson Blu hotels in Brussels (EU and Royal) started their diversity plan in 2009 with the specific goal to recruit people over 45-years of age and people with handicaps. Following two years of hard work, Carla Georges (HR Manager of the RDB Royal) and Sandra Reygaert (HR Manager of the RDB EU) received financial backing from the Belgian government to help them succeed in their project. Radisson Blu is the first hotel company to receive the Diversity Award in Belgium.

units. This is an outstanding result within our industry and other service industries worldwide.

Celebrating diversity - Equal Opportunities

Taking into account all hotels, under all contract types, more than 35,000 employees worked under the Rezidor brands during 2011. The company counts no less than 140 nationalities amongst the workforce, 57% of which is male.

A strong understanding and respect of cultural differences is essential to Rezidor's success given that we employ people from many different nationalities and operate hotels in over 65 countries. Diversity amongst the workforce in our hotels is as old as the hospitality industry itself. Experience across different hotels and different countries is an integral part of any hospitality career.

The Rezidor Hotel Group supports staff transfers throughout the hotels in all countries, enabling our employees to grow with Rezidor and to develop themselves. As much as we perceive our guests to be individuals with individual needs and wishes, we also perceive our employees to be individuals with individual backgrounds and cultures. Employees are hired for their attitude and willingness to serve the guest. Cultural differences enable us as an employer, and as a host, to cater to the needs of our clientele on an individual basis.

Rezidor's Equal Opportunities Policy states that no discrimination due to age, race, religion, gender or disability is allowed, and all our hotels have procedures in place to ensure this is the case.

Empowering Employees

Rezidor pays fair wages according to industry standards. During 2011 we had no legal breaches with regard to labour legislation. Rezidor respects the rights of employees to join trade unions if they so choose and to bargain collectively in accordance with local laws.

Pursuant to the European Union Directive on Works Councils (94/45/ EC, the Works Council Directive) Rezidor has established a European Works Council, which has been entered into by representatives of our central management and employees. Annual meetings are held, where issues such as the company's finances, performance, future ventures and other important issues are discussed with employee representatives.

Rezidor strives to handle all operational changes in a transparent and open fashion, with the goal of giving our employees fair influence. When taking over an existing hotel, we endeavour to retain the majority of the employees of the earlier hotel brand.





Happy Birthday: the Business School@Rezidor turns 15

The Business School @ Rezidor is an integral part of Rezidor's people development program and gives every employee the tools they need to aim for the top.

"15 Fantastic years, 10,000 delegates and over 20 top class training programmes, that's really exciting. But, most of all seeing our team members grow and become our 'Leaders of Tomorrow' gives real satisfaction."

Jan Spooren,
Director People
Development

The Business School @ Rezidor is the primary learning platform for employees within Rezidor. The School was launched in 1996 when Rezidor recognised a need to take responsibility for the training and development of our employees in a structured way. This approach has ensured consistency, streamlined costs and fostered the company's Yes I Can! service culture.

As a people business, Rezidor has always focused heavily on personal development and continuous learning in order to help employees grow. The aim of the +20 different courses offered through the School is to positively impact our key business objectives of guest, employee and owner satisfaction.

The initiative has helped Rezidor to positively influence revenue, quality and value, while at the same time offering thought-provoking, stimulating and enjoyable training for participants. The School has won several prestigious international awards and has now trained more than 10,000 delegates!

Courses are facilitated either by Rezidor's own internal trainers or by external consultants who are specialists in their subject. Highly respected institutes such as Cornell

University (US) and Huthwaite International (UK) have provided training through our School.

In 2011, Rezidor's Business School went global. Carlson hotels in America started training staff in their hotels using the Rezidor success formula.

A school that cares

In July 2011 the Business School celebrated its 15th anniversary in a very special way in Copenhagen, Denmark. Over 150 delegates were attending 13 different classes at the time. Using the motto: 'There's no Business School without Responsible Business,' the School organised a series of social events to raise money for the UN High Commission for Refugees (UNHCR) to benefit the 800,000 displaced persons who had fled Libya. On the first morning of the School, over 100 delegates ran the 2.5 km Fun Run, raising more than 2,5 TEUR. This was followed by a spectacular Flash Mob dance by 150 Rezidorians in Copenhagen's Central Station – the first time this had ever been done by a hotel group in EMEA. The Flash Mob video has been viewed more than 8,000 times on YouTube and offers viewers the option to donate to the UNHCR.



An Appealing Proposition: The Box Appeal Middle East

In 2011, 10 Rezidor hotels across the Middle East collected 10,000 boxes with essential everyday items for local labourers.

“Bringing together hundreds and even thousands of people for the Box Appeal is the most rewarding outcome of our 4 year old campaign. We’re happy to make a small difference in the lives of the needy in our community and hope to make the impact even bigger in 2012.”

Klara Zakis,
PR Manager
Middle East

The Box Appeal was first created by the Radisson Blu Dubai Media City in September 2007 to coincide with our annual Responsible Business Month. The appeal asks local communities and businesses to fill a shoe box with a list of 13 essential everyday items, from toothpaste to t-shirts, which are then distributed to impoverished labourers around the United Arab Emirates (UAE).

Formerly known as the ShoeBox Appeal, the charity campaign has grown more successful each year. In 2011 it was decided that the campaign would be rolled-out across the Middle East region. A new look, logo and name were created for the 2011 edition to ensure that the appeal was consistent. Renamed The Box Appeal, the aim was to collect 10,000 boxes, more than ever before from all Rezidor hotels in the UAE, Oman, Bahrain and Cairo.

Being a charity campaign there was little budget assigned to the appeal, so the month-long activity relied heavily on the use of public and community relations. Several partnerships were established with local companies who were looking to take part in a responsible business scheme. We had a fantastic response with companies ranging from radio stations to

malls all pledging their support. Much attention was paid to involving the younger generation, with fun activities in schools being a huge focus throughout the campaign. We also worked closely with community groups, women’s guilds, religious institutions, and embassies.

A Box Appeal Facebook page was established to bring the whole community together. People were encouraged to post photos of themselves collecting boxes to promote friendly rivalry. The Facebook page proved very successful, with around 700 people joining in just three weeks.

The Box Appeal team worked tirelessly with local media within the various countries to highlight the appeal and to build interest. Media were granted behind-the-scenes footage, weekly updates and news. The aim was to provide original and creative content to ensure larger and more prominent features in the media. This strategy worked with The Box Appeal becoming front page news around the region.

The Box Appeal reached its target of 10,000 boxes and the plans for 2012 are even bigger and better!

PILLAR 2:

Ethical and social issues in the company and the community



Rezidor hotels have an important responsibility as corporate citizens of their local communities. They undertake this responsibility by contributing to fundraising and community actions with local non-profit organisations, schools, orphanages, and homes for the elderly.

Supporting the World Childhood Foundation

Carlson Rezidor Hotel Group supports the World Childhood Foundation (Childhood) as our corporate charity. The cooperation dates back to 2007 and engages our hotels each year in fundraising for Childhood (see page 17). World Childhood Foundation is a non-profit organisation dedicated to serving the most vulnerable children in the world: street children, sexually abused and exploited children, children trafficked for sexual purposes and institutionalised children, with a particular focus on girls and young mothers. Our mission is to provide its several million guests each year with a comfortable and restful stay away from home. Childhood aims to help children who are abused and exploited to ensure that they are given a safe and secure childhood, or simply put, a home. These parallel aspirations mean that Rezidor's support to Childhood is natural to who we are as a company and a corporate citizen.

CHILDHOOD

WORLD CHILDHOOD FOUNDATION

Reacting to emergencies

As a hotel group with an important and growing presence in the Middle East (29 hotels total), Rezidor reacted immediately to the UNHCR call to support displaced persons fleeing the violence in Libya. In June and July 2011, donation boxes were placed in all hotels to raise much needed funds to benefit the 800,000 displaced persons who fled Libya and who were housed in UNHCR tent camps at the Egyptian and Tunisian borders.



Responsible Business Action Month

In September each year – Responsible Business Action Month (RBAM) – our hotels give extra focus to community activities. At Rezidor, 2011 marked the eighth anniversary of RBAM, with 256 hotels (80% of total) participating. RBAM is now a global initiative and is run in coordination with Carlson Rezidor hotels in the Americas and the Asia-Pacific regions.

This year our hotels showed they are Hotels with a Heart with close to 460 projects. In total 385 TEUR was raised for Childhood and various other projects. Many of our hotels donate volunteer time to local charities during the year and especially in the Responsible Business Action Month. This year employees of 242 hotels contributed their time and skills. Although the total in-kind value of volunteer time and goods donated is, it's worth mentioning that through the Box Appeal alone Rezidor donated 200 TEUR in-kind of goods.

Let's do it world: Global agreement with World Cleanup 2012 signed

In November 2011, Carlson Rezidor Hotel Group and Carlson Restaurants announced their global partnership with World Cleanup 2012. World Cleanup is a global campaign which aims to remove illegally dumped garbage in 100 countries and raise people's awareness worldwide.

World Cleanup 2012 will run from 24 March to 25 September 2012. During this period, 1,300 Carlson Rezidor Hotels and 909 T.G.I. Friday's restaurants will support and help organise World Cleanup actions worldwide.

Rezidor kicked off the global partnership with World Cleanup during the European Week for Waste Reduction (19-27 November 2011). Eighteen Radisson Blu and Park Inn by Radisson hotels launched cleanup activities in 11 countries.

The official World Cleanup 2012 campaign started with an international conference at the Radisson Blu Olympia Hotel in Tallinn (Estonia) where 82 countries came together to plan their national cleanups and share best practices.

Rezidor's Code of Business Conduct and Ethics in short:

1. We respect the law
2. We show respect for all persons in all situations
3. We think ethically
4. We act fairly
5. We do not discriminate against anyone for any reason
6. We are honest and transparent
7. We are loyal to our employer
8. We do not exploit the company's resources
9. We think of safety at all times
10. We take care of the Earth



Ethical Responsibility

In 2011 – as in 2010 – Rezidor was listed as one of the world's most ethical companies by the Ethisphere Institute, a US think-tank dedicated to business ethics.

This is the fifth year Ethisphere has published the World's Most Ethical (WME) rankings. In 2011, 110 WME companies were identified by a committee of leading attorneys, professors, government officials and organisation leaders. The methodology for the WME ranking covers seven distinct categories: Corporate Citizenship and Responsibility; Corporate Governance; Innovation that Contributes to the Public Well Being; Industry Leader-

Responsible Business Action Month, September 2011



Oslo hotels dance away for charity.



Cyclists from the Radisson Royal hotel collected 8,500 EUR for the Downside-up Fund, a local charity.



60 female employees from our Paris hotels run and raise money for Breast Cancer research.



Radisson Blu Bosphorus painting a local school.



Radisson Blu Anchorage hotel Lagos, Nigeria raises 900 EUR in a football match for charity.



Park Inn Sofia cleans the forest behind the hotel.

The ECPAT Code

Suppliers of tourism services which adopt the ECPAT code commit themselves to:

1. Establish an ethical policy regarding the commercial sexual exploitation of children.
2. Train their personnel in the country of origin and travel destinations.
3. Introduce a clause in contracts with suppliers, stating a common repudiation of the commercial sexual exploitation of children.
4. Provide information about the commercial sexual exploitation of children to travellers.
5. Provide information to local 'key persons' at the destinations.
6. Report annually.

ship; Executive Leadership and Tone from the Top; Legal, Regulatory and Reputation Track Record; and Internal Systems and Ethics/ Compliance Programme. The highest scores for each industry became the 2011 World's Most Ethical Companies.

Other companies on the list include Starbucks, Timberland, UPS and General Electric. For more information go to www.ethisphere.com

Rezidor's inclusion in the Ethisphere ranking shows that we strive to act according to the highest ethical principles and make sure that all our 35,000 employees do so – wherever they are.

At Rezidor, our corporate Code of Ethics is shared with all employees during their Yes I Can! trainings and in their WHY? information booklets. In 2011, Rezidor complemented its Code of Ethics with the requirements and specifications of the UK's Bribery Act.

The second pillar of ethics in Rezidor is rezidorethics.com, a website run by an independent third-party organisation – Ethics Point. Employees can use this site to find information on our code and report concerns anonymously.

In general, any employee with concerns or questions about the Code is encouraged to raise these directly with their supervisor. If this is not possible, the employee can report the issue on rezidorethics.com. The site and hotline are available in 11 languages.

Rezidor does not make any contributions or give other support, direct or indirect, to political parties or individual politicians.

The Rezidor Hotel Group receives no direct nor significant financial subsidies from governmental organisations in the countries where we operate hotels. However it is worth noting that 9 of our hotels received financial assistance for Responsible Business initiatives in other forms in 2011, for example: Our Radisson Blu Hotel in Karlsruhe, Germany, received an 8 TEUR gas-tax refund for 2011 plus a 12 TEUR government grant for their co-generation plant.

Protecting the World's Children

Rezidor's majority shareholder Carlson was the first hospitality group in the world to sign

Child Abuse Free Zone: the Radisson Blu Gothenburg

In 2010, the Radisson Blu Gothenburg installed NetClean, a device which prevents users from accessing or distributing child pornography on the web. Whilst the anonymity of guests is 100% guaranteed, the device prevents and dissuades them from accessing this type of material. A year after the devices were installed, the hotel positively evaluated the device and decided to continue its use.

The Hotel's policy has been widely endorsed by Swedish politicians and media personalities.

the ECPAT Code on preventing human and child trafficking. As part of the global Carlson Rezidor Hotel Group, Rezidor fully endorses the Code and applies its requirements and guidelines in all of our 325 hotels. Hotels and hotel staff must be alert to potentially suspect situations and report them to their superiors and to local relevant organisations.

In 2011, an additional Child Protection Module was integrated into our Living Responsible Business training. The module features an extract from the documentary 'Not My Life.'

All hotel trainers were trained in the module. To date, 85% of our hotels have delivered the specific training module to their staff. Back-of-house communication materials constantly remind staff to be alert to this issue.



Make Room in Your Heart for Kids

When we think of holding or playing with a child, we get a warm and fuzzy feeling. Nothing compares to gazing into the eyes of a newborn, or feeling the squirms of a toddler wanting to get out of your arms and begin to explore the world.

“Rezidor is an invaluable partner when working with families and children in small and large communities alike. Together, we can make a big difference in many children’s lives.”

Charlotte Brandin,
Director Childhood USA

But parenthood is not always idyllic and filled with memorable moments. It can be especially difficult if you are struggling with emotional, social and economic poverty, or if the home is filled with abuse and violence. In these families it can be difficult to enjoy the beginning of a new life.

The World Childhood Foundation (Childhood) is focused on helping parents give children a good start in life. Our goal is to ensure a happy childhood for each child and we seek out organisations that work to make this happen.

In Warsaw, Poland, the organisation Nobody’s Child developed a model to support vulnerable families with children under three years of age. Young families are guided and assisted with comprehensive support to better equip them for their life as parents. Nobody’s Child also trains social workers and other professionals who lack appropriate skills.

Another organisation that Childhood supports is The Way Home. This organisation prevents neglect, abuse and homelessness among street children in Odessa, Ukraine.

The project focuses on vulnerable girls who often leave their families because of brutal treatment at home – an environment in which they should be safe. When The Way Home started in 2007, 25% of all street children were girls. By 2011, the number had decreased to 8% and there were fewer unwanted pregnancies. With help from The Way Home, many children can now safely return home.

It is projects like these that lie at the heart of Childhood. We promote prevention, intervention and education efforts, while working closely with each project we support. The partnership with a company like Rezidor, which has a strong commitment to the communities in which it operates, is vital for Childhood and helps us to take initiatives which enable parents to succeed, or aid vulnerable children get off the streets.

Rezidor is an invaluable partner when working with families and children in small and large communities alike. Together, we can make a big difference in many children’s lives.

You can read more about these and other Childhood projects at www.childhood.org/eng.



Top Environmental Performance

The Radisson Blu Hotel at East Midlands Airport, opened in October 2011, has achieved the highest ever BREEAM score for a hotel.

“As a hotel owner, achieving BREEAM shows our guests that integrating the best environmental technology makes sense for the planet and for business.”

Bahram Sadr-Hashemi,
Managing Director of Azure
Properties UK Limited

The Building Research Association Environmental Assessment Method (BREEAM) is the leading system to assess a building’s environmental performance. The Radisson Blu Hotel at East Midlands Airport has been awarded a BREEAM score of 76.17% – well above the BREEAM Excellent benchmark of 70%.

Built by MAG Developments, the largest British-owned air operator, in partnership with the specialist hotel investment firm Azure Property Group, the hotel features 218 guest rooms and nine executive suites. It also contains the 4-star HALSA health club.

The hotel uses a range of low energy technologies to reduce the overall energy demand of the building. In addition, energy is generated on-site via a combined heat and power (CHP) engine with a pure plant-oil (PPO) tri-generation energy centre which runs for 8,000 hours per year using recycled waste oil from the food production industry. The fuel is transported to the site in vehicles which run on the same fuel.

The system is designed to export electricity to the national grid outside of normal occupancy hours. Waste energy from the CHP is also recycled and re-circulated back into the system so no energy is lost.

Together, these innovative technologies deliver an 87% reduction in CO₂ and supply up to 90% of the consumed energy using renewable sources.

The building also incorporates a number of sustainable construction techniques to deliver a BREEAM Excellent facility. These include a sustainable surface-water drainage system that utilises techniques such as porous paving in the car park, attenuation tanks, and a rainwater harvesting system. The grey water from the hotel is also collected and recycled to flush the hotel’s toilets.

“As an owner, it is key to show our guests that integrating the best environmental technology makes sense for the planet and for business,” says Bahram Sadr-Hashemi, Managing Director of Azure Properties UK Limited.

“This approach aligns perfectly with Rezidor’s Responsible Business programme which strives to minimise our impact on the environment,” adds Daniel Keane, General Manager of the Radisson Blu Hotel East Midlands Airport.



PILLAR 3:

Reducing our impact on the environment

As one of the fastest growing hotel groups in the world, Rezidor focuses on minimising our environmental footprint in all stages of a hotel lifecycle: from building or renovating, to operating a hotel.

Responsible Renovation and Construction Guidelines

When building a new hotel or renovating an existing property, it is important that attention is paid to resource efficiency and creating a building with the minimum possible carbon footprint. At Rezidor, this is done in close cooperation with property owners, builders and architects.

For all newly built hotels and major renovations, Rezidor applies its Responsible Renovation and Construction guidelines. These guidelines cover all relevant areas of the construction site and the building itself such as:

- Use of sustainable and renewable energy sources
- Improved thermal insulation of the facade to minimise heat loss and gain
- Heat recovery systems
- Rainwater recovery systems
- Building management systems which create an intelligent buildings
- Effective waste and recycling management.

In close cooperation with the property owners, Rezidor proudly opened two environmental flagship hotels in 2011: the Radisson Blu hotel East Midlands Airport (UK) and the Radisson Blu Waterfront Hotel and Conference Centre Stockholm (Sweden) – see pages 18 and 20. Both buildings received international recognition for their exceptional environmental performance.

Minimising our Environmental Footprint in Operations

Rezidor hotels have operational procedures in place to reduce the consumption of energy and water and the generation of waste in our business every day. Investments in environmentally friendly technology are also made. The process of awarding a property an eco-label or renewing an eco-label also leads to significant environmental investments in the hotel. For example, the Radisson Blu Astrid (Belgium) invested 21 TEUR in energy efficient lighting and aerators in order to achieve the Green Key label in 2011.

Energy

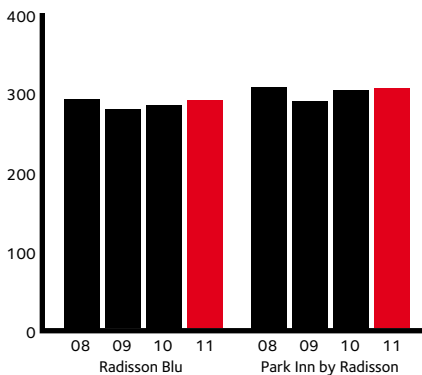
Rezidor continuously strives to reduce the energy consumption of our properties by installing energy efficient lighting, motion sensors, and heating, ventilation and air-conditioning (HVAC) controls in existing hotels. These efforts are combined with strict environmental guidelines for new-builds and major renovations.

During 2011 Rezidor achieved:

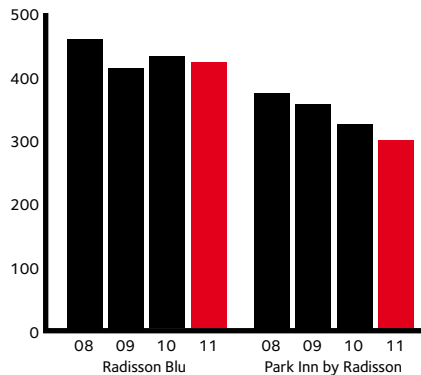
- 100% LED signage for new hotels and major renovations. Having 100% LED signage on our hotel buildings became mandatory in 2009 for Radisson Blu and in 2010 for Park Inn by Radisson.
- 94% of our hotel rooms are equipped with energy efficient lighting.
- 69% of public spaces in the hotels have energy efficient lighting.

In 2011, Rezidor managed to maintain its energy performance despite increased occupancy (the total number of guest nights, GN, were up 7% compared to 2010). Although

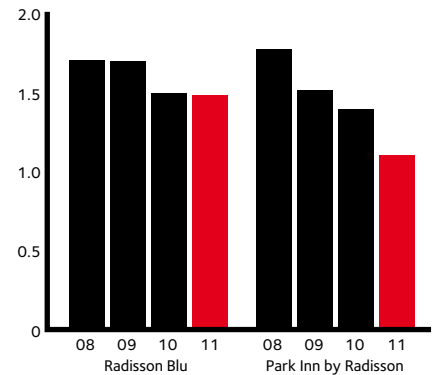
Energy/m², kWh



Water/guest night, litres



Waste/guest night, kg



Note: data from managed and leased hotels (246 hotels)



Greener than Green at the Waterfront

The Stockholm Waterfront Hotel and Congress Centre is an architectural masterpiece, the exterior of which is dominated by steel, glass and several types of specially formulated concrete. The inside is no less complex.

“The energy performance of this building is phenomenal. An ordinary house uses about 139 kilowatt hours of energy per square metre per year. We consume 30% less.”

Anders Edblad,
Chief Engineer Radisson
Blu Waterfront Hotel
and Conference Centre

Walls, ceilings and even our stage can be moved, sectioned-off or raised. Apart from the modularised floor space, state-of-the-art lighting, communications and audio-visual solutions are built into the facility.

The building also has a highly specialised energy system which is modelled on the complex but highly effective solutions found in the process industry. All heating and cooling is controlled by advanced data systems which are set to calculate how much energy is needed by the facility in the coming hours.

The glass facade is comprised of 1,040 m² of solar collectors which gather an average of 1 MW of heat energy daily. This is equivalent to 90,000 low energy bulbs.

Heating and cooling is distributed through a concordant system. Surplus heat is distributed between the different buildings to make-up for shortfalls. The building is cooled by water which is drawn from the lake and stored in 250 tonnes of ice tanks in the basement. When the temperature of the lake is too low, the system is supported by the district heating system which utilises renewable energy sources.

A control system for the electricity and ventilation systems has also been developed. Each floor of the building can individually be shut-down outside normal office hours. However, it remains on standby for full operation when needed.

The world-class energy solution was designed to cut CO₂ emissions and minimise the hotel’s impact on the environment and climate change. It has ensured that the Stockholm Waterfront Congress Centre is one of the most energy efficient buildings in the world.

As the Chief Engineer, Anders Edblad says: “An ordinary house uses about 139 kilowatt hours of energy per square metre per year. We consume 30% less.”

The hotel opened its doors on 20 January 2011 a Swan eco-labeled hotel and conference centre. The Swan is the official Nordic eco-label and it is a supplement to the environmental work of our Responsible Business Programme.

energy/m² increased by 2% for Radisson and by 0.5% for Park Inn by Radisson, our overall energy consumption/GN is down from 73.67 to 70.74 kWh/GN, a decrease of 4%. In total, 19% of Rezidor hotels use renewable energy to varying degrees.

However, Rezidor believes that our consumption figures per square metre and per occupied room should be reduced further in absolute terms. Rezidor's recently launched Think Planet! initiative will focus on reducing energy consumption by 25% over the next five years.

Water

Inadequate access to safe drinking water is a major problem across many of the regions in which Rezidor operates. Reducing water consumption in our hotels – without compromising service quality for guests – is a key priority for Rezidor.

At the end of 2011:

- 78% of guestrooms have dual flush toilets.
- 85% of guestrooms have aerators to control tap and shower water flows.
- 6% of hotels recycle grey water.

In 2011, water consumption in litres/GN was reduced by 2% for Radisson Blu and by an impressive 8% for Park Inn by Radisson. This is due to a combined increase in total guest nights and our continuous programmes to increase water awareness in our hotels. Our programmes involve guests in towel and sheet replacement programmes, and we have an ongoing maintenance programme to complete the installation of water saving devices such as aerators and sensor taps.

Waste

Solid waste is generated by many activities in our hotels including food preparation, consumption of pre-packaged items, guest waste, and cleaning among others. Rezidor proactively seeks to reduce recycle waste as much as possible and to reduce the residual waste which goes to landfill or incineration. In the Living Responsible Business training, all Rezidor employees are trained on techniques to minimise waste and on the waste hierarchy: Reduce, Reuse, Recycle.

By the end of 2011:

- 91% of our hotels have a dedicated waste sorting area.
- 75% of hotels have waste sorting facilities on housekeeping trolleys.
- 89% of our total waste is recycled.

In the area of waste (both residual and recycled) Rezidor receives reliable data from 167 hotels. Residual waste, expressed in kg/GN, stayed stable for Radisson Blu whereas Park Inn by Radisson hotels continued to reduce the total per guest night by an outstanding 21%.

Carbon Emissions

Rezidor's greenhouse gas emissions primarily result from energy consumption and mainly consist of carbon dioxide emissions. Since 2006, our carbon emissions have been calculated by the Edinburgh Centre for Carbon Management (now CAMCO). The assessment focuses on energy related emissions only and contains both scope 1 and 2 emissions.

In 2011, emissions from electricity, natural gas, heating oil, district heating and LPG gas for the 232 managed and leased hotels for which Rezidor has comprehensive data amounted to 412 138 of CO₂-equivalent. Our carbon footprint has increased less than 1% in absolute terms, however, this is due to the number of hotels which were added to our portfolio in 2011. Our footprint in CO₂-equivalent per guest night decreased by 6% from 26.29 to 24.78 kg CO₂e/guest night.

Environmental compliance

Rezidor checks for environmental compliance with all its 325 hotels. One hotels reported a minor issue with the concentration of chemicals in discharged wastewater (Radisson Blu Kiev). The hotel paid a small fine and the issue has been solved.

ITP and WTTC Working Group on Carbon

The ITP and WTTC, together with all major hospitality companies, are collaborating on a groundbreaking initiative to standardise the hotel industry's efforts to calculate and communicate their carbon impact. The goal is to agree a standard methodology and metrics which are informed by the GHG Protocol standards.

This is the first time the leaders within the hotel industry have collaborated to agree a single methodology to measure and communicate emissions data. Rezidor is an active member of the working group and participates in the pilot tests. The final methodology will be launched during the Rio+20 Earth Summit in June 2012.

Eco-labels

External confirmation of our hotels' environmental performance is essential to Rezidor. Eco-labels provide an independent third-party

Carbon Neutral Hotels a Reality in Arlanda, Sweden

Since 2011, the Radisson Blu Arlandia Hotel and the Radisson Blu Skycity Hotel – both in Arlanda, Sweden – have been fully carbon neutral. Along with a constant drive to reduce resource consumption and their gross carbon footprint, the hotels compensate for the CO₂ they produce by investing in wind farms in India and Turkey.



Park Inn by Radisson Malmö displays its Nordic Swan eco-label credentials.

audit of each hotel's practices and actions to protect the environment. Our target is to have 100% of our hotels eco-labelled by 2015.

At the end of 2011, a total of 179 Rezidor hotels (or 55%) across EMEA have received eco-labels. A complete list of our eco-labelled hotels can be found at the end of this report (see page 25).

All Rezidor hotels are 100% certified in the Baltic countries; Finland; France; the Middle East (Kuwait, Oman, Saudi Arabia, UAE and Turkey); and the Netherlands. All of our managed and leased hotels in the Nordic countries (Denmark, Sweden, and Norway) are Nordic Swan certified .

Working with Suppliers

Rezidor works closely with our global suppliers to set strict environmental performance criteria and minimise the social and environmental impacts of the products and services we purchase.

All suppliers are required to sign the Supplier Code of Conduct and have the opportunity to further profile their Responsible Business performance in RezpIN, Rezidor's central purchasing platform.

Local suppliers are also required to sign the Supplier Code of Conduct and 57% of our hotels actively check on their responsible business performance. 61% of our hotels also return packaging to suppliers.

Socially Responsible Investors

Since 2010 Rezidor has been listed on the OMX GES Sustainability Nordic Index and the OMX GES Sustainability Sweden Index. The Nordic Sustainability Index highlights the 50 best-rated companies on the Nordic exchanges, while the Sweden Index comprises the 30 best-rated companies on the Stockholm exchange. The indexes identify the leading companies in terms of sustainability and Rezidor is proud to be recognised for monitoring

not just our bottom-line, but the triple bottom line of environmental, social and economic performance.

Rezidor has also participated in the Sustainable Value Creation project which analysed the Responsible Business strategy and practices of the 100 largest companies listed on the NASDAQ OMX. Sustainable Value Creation is a collaborative project initiated in 2009 by 14 of Sweden's largest institutional investors. The comparative report shows Rezidor scores better than average in addressing sustainability issues in a structured way.





Partners in Sustainability: Rezidor and Diversey

Rezidor has contracted industry leader Diversey to provide housekeeping, laundry and kitchen solutions that deliver superior cleaning results with minimal impact on the environment and improved profitability for the hotels.

The objective has been to save water, lower energy consumption and reduce labour costs while making the properties safer, cleaner and more hygienic.

Innovations introduced by Diversey at Rezidor include:

- The innovative, wall-mounted Revoflow® dispensing system for dishwashing.
- Divermite™ systems for housekeeping departments, which has reduced plastic waste per litre of solution by as much as 97% compared to conventional, ready-to-use packaging.
- SoftCare® soap in hotel washrooms that delivers superior hand-washing results with less waste than conventional products.

More recently, Diversey delivered another innovation in operational and environmental management for Rezidor's hotels: the new

environmental packaging calculator. The calculator quantifies the environmental benefits achieved from Diversey's innovative packaging, dispensing and dosing expertise, and product formulations that require less water and energy use.

In an analysis of Rezidor's UK business (40 Radisson Blu and Park Inn by Radisson hotels), Rezidor's environmental impact was reduced by:

- 41% in terms of total packaging waste.
- 61% in terms of greenhouse gas emissions related to materials and shipping.

Several other initiatives are in the pipeline to further reduce enable Rezidor to achieve its goal of a minimal environmental footprint.





Opening Doors with Green Key

Green Key is an eco-label for tourism facilities that promotes sustainable tourism. Green Key also aims to contribute to the prevention of climate change by recognising and advocating facilities with positive environmental initiatives.

“The partnership with Rezidor is a wonderful opportunity to introduce the Green Key on an even larger scale internationally.”

Nicolas Dubrocard,
Green Key International
Coordinator

The eco-label was first launched in Denmark in 1994. In 2002 it was adopted by the Foundation for Environmental Education as its fifth international programme.

Green Key is currently the largest global eco-label for tourist accommodation. Over 1,500 establishments in 28 countries worldwide have received the label.

“The partnership between Green Key and Rezidor Hotel Group began in 2010 and was the first with an international hotel chain,” explains Nicolas Dubrocard. “From our perspective it was a real challenge and a wonderful opportunity to introduce Green Key on a larger scale. It was also a great way to encourage the launch of Green Key in countries such as Bahrain, Germany, Kuwait, Oman, Saudi Arabia, Turkey and the UAE.”

It is fantastic to see the measurable positive effects the Green Key label has on the hotel’s environmental performance. There is a decrease in water consumption, the inventive initiatives to reuse water from air conditioning to water gardens; staff involvement; green activities; increased communication between

guests and staff; and the use of eco-certified cleaning products. The list of achievements is long!

Green Key is issued as a complementary tool to Rezidor’s Responsible Business programme. It represents a great opportunity to bring added value to actions and initiatives taken by the Group’s Responsible Business champion, Chief Engineer and team. The Green Key certification is a unique way to reward all the efforts made and to clearly prove to staff and guests that they are part of the sustainability commitments promoted by the Rezidor Hotel Group.

Based on our excellent international partnership with Rezidor, we intend to introduce Green Key into new areas such as Bulgaria, the Czech Republic, Egypt, and Georgia, among others. Green Key is proud to help Rezidor hotels achieve the company’s goal of having all hotels certified by the end of 2015.

To date 75 hotels have been Green Key certified. A total of 179 hotels have at least one eco-label. For a full list of Rezidor’s eco-labelled hotels, see page 25.

For more information, go to: www.green-key.org

Environmental certifications

Austrian Eco-label (3)

Park Inn by Radisson Uno City, Vienna
Radisson Blu Hotel & Conference Centre, Salzburg
Radisson Blu Palais Hotel, Vienna

BREEM (1)

Radisson Blu Hotel, East Midlands Airport UK

Golden Leaf (1)

Radisson Blu Hotel, Beijing China

Green Globe (1)

Radisson Blu Resort, El Quseir

Green Hospitality Award, Ireland (12)

Radisson Blu Hotel, Dublin Airport – Platinum
Radisson Blu Farnham Estate Hotel, Cavan – Gold
Radisson Blu Hotel & Spa, Cork – Gold
Radisson Blu Hotel & Spa, Galway – Gold
Radisson Blu Royal Hotel, Dublin – Gold
Radisson Blu St. Helen's Hotel, Dublin – Gold
Radisson Blu Hotel & Spa, Sligo – Silver
Radisson Blu Hotel, Cork Airport – Silver
Radisson Blu Hotel, Letterkenny – Silver
Radisson Blu Hotel, Limerick – Silver
Park Inn by Radisson Shannon Airport – Member
Radisson Blu Hotel, Athlone – Member

Green Key (75)

Bahrain

The Diplomat Radisson Blu Hotel Residence & Spa, Manama

Belgium

Park Inn by Radisson Liege Airport
Radisson Blu Astrid Hotel, Antwerp
Radisson Blu EU Hotel, Brussels
Radisson Blu Hotel, Hasselt
Radisson Blu Park Lane Hotel, Antwerp
Radisson Blu Royal Hotel, Brussels

Estonia

Park Inn by Radisson Central Tallinn
Radisson Blu Hotel Olumpia, Tallinn
Radisson Blu Hotel, Tallinn

France

Park Inn by Radisson Arcachon
Park Inn by Radisson Lyon-Ouest
Park Inn by Radisson Macon
Park Inn by Radisson Nancy
Park Inn by Radisson Nice Airport
Park Inn by Radisson Orange
Park Inn by Radisson Paris Charles De Gaulle Airport
Radisson Blu 1835 Hotel & Thalasso, Cannes
Radisson Blu Ambassador Hotel, Paris Opéra
Radisson Blu Hotel at Disneyland® Resort Paris
Radisson Blu Hotel, Aix-Les-Bains
Radisson Blu Hotel, Biarritz
Radisson Blu Hotel, Champs Elysees, Paris
Radisson Blu Hotel, Lyon
Radisson Blu Hotel, Marseille Vieux Port
Radisson Blu Hotel, Nice
Radisson Blu Hotel, Paris Charles de Gaulle Airport
Radisson Blu Hotel, Paris-Boulogne
Radisson Blu Hotel, Toulouse Airport
Radisson Blu Le Dokhan's Hotel, Paris Trocadero
Radisson Blu Le Metropolitan Hotel, Paris Eiffel
Radisson Blu Resort, Arc 1950
Les Loges du Parc, Aix-Les-Bains

Kuwait

Hotel Missoni Kuwait

Latvia

Radisson Blu Daugava Hotel, Riga
Radisson Blu Elizabete Hotel, Riga
Radisson Blu Hotel Latvija, Riga
Radisson Blu Ridzene Hotel, Riga

Lithuania

Park Inn by Radisson Kaunas
Park Inn by Radisson Klaipeda
Park Inn by Radisson Vilnius North
Radisson Blu Astorija Hotel, Vilnius
Radisson Blu Hotel Lietuva, Vilnius
Radisson Blu Hotel, Klaipeda

Netherlands

Radisson Blu Hotel, Amsterdam
Radisson Blu Hotel, Amsterdam Airport, Schiphol

Oman

Park Inn by Radisson Muscat
Radisson Blu Hotel, Muscat

Poland

Radisson Blu Centrum Hotel, Warsaw
Radisson Blu Hotel, Gdansk
Radisson Blu Hotel, Krakow
Radisson Blu Hotel, Szczecin
Radisson Blu Hotel, Wroclaw

Russia

Park Inn by Radisson Nevsky, St. Petersburg
Park Inn by Radisson Pribaltiskaya, St. Petersburg
Park Inn by Radisson Pulkovskaya, St. Petersburg
Radisson Hotel, Kaliningrad
Radisson Royal Hotel, St. Petersburg
Radisson Sonya Hotel, St. Petersburg

Saudi Arabia

Al Muna Kareem Radisson Blu Hotel, Al Madinah
Park Inn by Radisson Al Khobar
Radisson Blu Hotel, Jeddah
Radisson Blu Hotel, Riyadh
Radisson Blu Hotel, Yanbu
Radisson Blu Royal Suite Hotel, Jeddah

Ukraine

Radisson Blu Hotel, Kiev

United Arab Emirates

Park Inn by Radisson Abu Dhabi, Yas Island
Radisson Blu Hotel, Abu Dhabi Yas Island
Radisson Blu Hotel, Dubai Deira Creek
Radisson Blu Hotel, Dubai Downtown
Radisson Blu Hotel, Dubai Media City
Radisson Blu Resort, Fujairah
Radisson Blu Resort, Sharjah
Radisson Royal Hotel, Dubai
The Radisson Blu Residence, Dubai Marina

Green Leaf (1)

Radisson Blu Hotel, Sandton Johannesburg South-Africa

The Green Tourism Business Scheme, UK (24)

Hotel Missoni Edinburgh – Gold
Park Inn by Radisson Manchester, Victoria – Gold
Park Inn Heathrow, London – Gold
Radisson Blu Hotel London Stansted Airport – Gold
Radisson Blu Hotel, Edinburgh – Gold
Radisson Blu Hotel, Glasgow – Gold
Radisson Blu Portman Hotel, London – Gold
Radisson Blu Waterfront Hotel, Jersey – Gold
Park Inn by Radisson Belfast – Silver
Park Inn by Radisson Birmingham West – Silver
Park Inn by Radisson Northampton – Silver
Park Inn by Radisson Palace, Southend-on-Sea – Silver
Park Inn by Radisson Peterborough – Silver
Park Inn by Radisson Telford – Silver
Park Inn Watford – Silver
Radisson Blu Hotel Manchester Airport – Silver
Radisson Blu Hotel, Belfast – Silver
Radisson Blu Hotel, Bristol – Silver
Radisson Blu Hotel, Durham – Silver
Radisson Blu Hotel, Leeds – Silver
Park Inn by Radisson Bedford – Bronze
Park Inn by Radisson Birmingham Walsall – Bronze
Park Inn by Radisson Harlow – Bronze
Radisson Blu Hotel, Birmingham – Bronze

Hungarian Green Hotel Award (2)

Park Inn Sarvar
Radisson Blu Béke Hotel, Budapest

ISO 14001 (19)

Germany

Radisson Blu Gewandhaus Hotel, Dresden
Radisson Blu Hotel, Berlin
Radisson Blu Hotel, Cologne
Radisson Blu Hotel, Frankfurt
Radisson Blu Hotel, Hamburg
Radisson Blu Hotel, Hamburg Airport
Radisson Blu Hotel, Hannover
Radisson Blu Hotel, Karlsruhe
Radisson Blu Hotel, Neubrandenburg
Radisson Blu Hotel, Rostock
Radisson Blu Media Harbour Hotel, Düsseldorf
Radisson Blu Resort Schloss Flesensee
Radisson Blu Resort, Rügen
Radisson Blu Scandinavia Hotel, Düsseldorf
Radisson Blu Schwarzer Bock Hotel, Wiesbaden

Switzerland

Radisson Blu Hotel, Basel
Radisson Blu Hotel, Lucerne
Radisson Blu Hotel, St. Gallen
Radisson Blu Hotel, Zurich Airport

Maltese Eco-label (1)

Radisson Blu Bay Point Resort, St. Julian's

Nordic Swan Eco-label (38)

Denmark

Radisson Blu Falconer Hotel & Conference Centre, Copenhagen
Radisson Blu H.C. Andersen Hotel, Odense
Radisson Blu Royal Hotel, Copenhagen
Radisson Blu Scandinavia Hotel, Aarhus
Radisson Blu Scandinavia Hotel, Copenhagen

Finland

Radisson Blu Hotel, Espoo
Radisson Blu Hotel, Oulu
Radisson Blu Marina Palace Hotel, Turku
Radisson Blu Plaza Hotel, Helsinki
Radisson Blu Royal Hotel, Helsinki
Radisson Blu Royal Hotel, Vaasa
Radisson Blu Seaside Hotel, Helsinki

Norway

Radisson Blu Airport Hotel, Oslo
Radisson Blu Atlantic Hotel, Stavanger
Radisson Blu Caledonien Hotel, Kristiansand
Radisson Blu Hotel Norge, Bergen
Radisson Blu Hotel Nydalen, Oslo
Radisson Blu Hotel, Ålesund
Radisson Blu Hotel, Bodø
Radisson Blu Hotel, Tromsø
Radisson Blu Hotel, Trondheim Airport
Radisson Blu Plaza Hotel, Oslo
Radisson Blu Polar Hotel, Spitsbergen
Radisson Blu Royal Garden Hotel, Trondheim
Radisson Blu Royal Hotel, Stavanger
Radisson Blu Scandinavia Hotel, Oslo

Sweden

Park Inn by Radisson Malmö
Park Inn by Radisson Solna
Park Inn by Radisson Stockholm Hammarby Sjöstad
Park Inn by Radisson Stockholm-Arlanda
Radisson Blu Arlandia Hotel, Stockholm-Arlanda
Radisson Blu Hotel, Malmö
Radisson Blu Royal Park Hotel, Stockholm
Radisson Blu Royal Viking Hotel, Stockholm
Radisson Blu Scandinavia Hotel, Göteborg
Radisson Blu SkyCity Hotel, Stockholm-Arlanda
Radisson Blu Strand Hotel, Stockholm
Radisson Blu Waterfront Hotel, Stockholm

Tunesian Eco-label (1)

Radisson Blu Resort & Thalasso, Djerba

Summary of progress

Responsible Business Indicators	2011 Target	2011 Result	
EMPLOYEES			
We educate and facilitate our employees to make a conscious decision in favour of environmental, ethical and social issues in their private and work lives.			
Percentage of hotels that comply with local labour laws (working hours, freedom of association, equal, opportunities and non-discrimination)	100%	100%	✓
Employee satisfaction: Climate Analysis score	85%	86.7%	✓
Percentage of hotels that have made information on rezidorethics.com available to employees	95%	97%	✓
CUSTOMERS			
We inform and make it easy for our guests to participate in the Responsible Business related activities at our hotels. We provide a healthy environment and offer healthy, nutritious, organic and fair trade food and beverages.			
Third party eco-labels (% of all Rezidor hotels)	50%	55%	✓
Responsible Business page on hotel website (% of all Rezidor hotels)	70%	76%	✓
Provide refillable amenity dispensers in public washrooms (% of all Rezidor hotels)	95%	92%	
Battery collection boxes available for guests (% of all Rezidor hotels)	80%	82%	✓
Facilities for waste sorting by guests (% of all Rezidor hotels)	40%	39%	
Percentage of hotel rooms that are non-smoking	80%	85%	✓
Percentage of non-smoking hotels (guest rooms and public spaces)	45%	48%	✓
PROPERTY OWNERS			
We work together with property owners to find innovative solutions that satisfy our economic, environmental and social objectives.			
Number of hotel owners informed about the Responsible Business programme and hotel activities	90%	94%	✓
SHAREHOLDERS			
We provide shareholders and investors with timely, accurate and transparent information on Responsible Business related risks and opportunities.			
Percentage of hotels that report monthly and annually to corporate office: Managed and leased hotels (% of total managed and leased hotels) Monthly Environmental Reporting and the annual Status Report questionnaire	100%	94%	
Franchised hotels (% of total number of franchisees) Annual Status Report questionnaire	75%	79%	✓
SUPPLIERS			
We purchase products that have a reduced environmental impact during their life-cycle, from suppliers that demonstrate environmental and social responsibility.			
Percentage of hotels sharing Rezidor Supplier Code of Conduct with their suppliers	75%	75%	✓
Percentage of hotels which request or provide advice on how suppliers can improve their environmental, social or ethical performance	50%	38%	
Serve organic certified food items (% of all Rezidor hotels)	60%	49%	
Serve Fair Trade certified products	60%	52%	
AUTHORITIES			
We require our managers to abide by local and international legislation, especially regarding labour laws, health and safety, human rights and the environment.			
Zero breaches to Responsible Business-related legislation	0 breaches	0 breaches	✓
Percentage of hotels performing Responsible Business legal self-audit (% of all Rezidor hotels – where available)	100%	97%	

Responsible Business Indicators	2011 Target	2011 Result	
COMMUNITY We take an active role in the international Responsible Business community, and contribute to the local communities where we operate.			
Amount of money raised for corporate and local charities <ul style="list-style-type: none"> • World Childhood Foundation (in €) • Local charities (in €) 	75,000 300,000	60,000 315,000	✓ ✓
Number of hotels participating in Responsible Business Action Month in September 2011	200	256	✓
ENVIRONMENT We continuously strive to improve our performance in the areas of energy, water, chemical and resource consumption, and waste generation in order to reduce our impact on the environment without sacrificing the comfort or experience of our guests.			
Energy reduction (kWh/m ²) <ul style="list-style-type: none"> • Radisson Blu • Park Inn by Radisson 	-2%	+2% Radisson Blu +0.5% for Park Inn	✓ ✓
CO ₂ equivalent emissions/guest night (GN)	-5%	6 %	✓
Water usage (litres/GN) <ul style="list-style-type: none"> • Radisson Blu • Park Inn by Radisson 	-2%	-2% Radisson Blu -8% for Park Inn	✓ ✓
Residual waste to landfill or incineration (kg/GN) <ul style="list-style-type: none"> • Radisson Blu • Park Inn by Radisson 	-2%	0% Radisson Blu -21% for Park Inn	✓

GRI Standard Disclosures Table

AR = Rezidor Annual Report 2011 RBR = Rezidor Responsible Business Report 2011

INDICATOR ACCORDING TO GLOBAL REPORTING INITIATIVE (G3)	Page Number
Profile	
1. Strategy and Analysis	
1.1 Statement from the CEO.	RBR 1
1.2 Description of key impacts, risks, and opportunities.	RBR 3
2. Organisational Profile	
2.1 Name of the organisation.	RBR 2
2.2 Primary brands, products, and/or services.	RBR 2
2.3 Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	RBR 2 AR 5–7
2.4 Location of organisation's headquarters.	RBR back cover
2.5 Number of countries where the organisation operates, and names of countries with major operations.	AR 7
2.6 Nature of ownership and legal form.	AR 74
2.7 Markets served.	RBR 2
2.8 Scale of the reporting organisation.	RBR 2 AR 5–7
2.9 Significant changes during the reporting period regarding size, structure, or ownership including:	AR 10–13
2.10 Awards received in the reporting period.	RBR 1, 15, 16
3. Report Parameters	
Report Profile	
3.1 Reporting period.	RBR inside
3.2 Date of most recent previous report.	Front cover
3.3 Reporting cycle.	
3.4 Contact point for questions regarding the report or its contents.	RBR back cover
Report Scope and Boundary	
3.5 Process for defining report content, including:	RBR 3–4
· Determining materiality	
· Prioritising topics within the report; and	
· Identifying stakeholders the organisation expects to use the report.	
3.6 Boundary of the report.	RBR inside, front cover and pg. 31
3.7 State any specific limitations on the scope or boundary of the report.	
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.	AR 7–9
3.10 Explanation of the effect of any re-statements of information provided in earlier reports.	N/A
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	AR 10–13
3.12 Table identifying the location of the Standard Disclosures in the report.	RBR 28–29
4. Governance, Commitments, and Engagement	
Governance	
4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	AR 65–69
4.2 Indicate whether the Chair of the highest governance body is also an executive officer.	AR 65–69
4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	AR 65–69

INDICATOR ACCORDING TO GLOBAL REPORTING INITIATIVE (G3)	Page Number
Stakeholder Engagement	
4.14 List of stakeholder groups engaged by the organisation.	RBR 4
4.15 Basis for identification and selection of stakeholders with whom to engage.	RBR 4
5 Performance Indicators	
Economic	
Aspect: Economic Performance	
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	AR 9-13 RBR 15
EC2 Financial implications and other risks and opportunities for the organisation's activities due to climate change.	RBR 3
EC4 Significant financial assistance received from government.	RBR 16
Aspect: Indirect Economic Impacts	
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	RBR 15
Aspect: Energy	
EN3 Direct energy consumption by primary energy source.	RBR 19
EN5 Energy saved due to conservation and efficiency improvements.	RBR 19-21
EN6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	RBR 19
Aspect: Emissions, Effluents, and Waste	
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.	RBR 21
Aspect: Employment Aspect: Training and Education	
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	RBR 12-13
LA12 Percentage of employees receiving regular performance and career development reviews.	RBR 12
Human Rights Performance Indicators	
Aspect: Investment and Procurement Practices	
HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	RBR 22
HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	RBR 16
Society Performance Indicators	
Aspect: Corruption	
SO3 Percentage of employees trained in organization's anti-corruption policies and procedures.	RBR 15
SO4 Actions taken in response to incidents of corruption.	RBR 16
Aspect : Public Policy	
SO5 Public policy positions and participation in public policy development and lobbying.	RBR 15
SO6 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	RBR 15
Aspect: Compliance	
SO8 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	RBR 15 and 21
Product Responsibility Performance Indicators	
Aspect : Product and Service Labeling	
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	RBR 7

Global Compact Compliance

Human Rights	Rezidor Systems and Processes
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics • Living & Leading Responsible Business training • Employee Handbook • Supplier Code of Conduct
Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics • My Rights @ Rezidor • www.rezidorethics.com • Policy on the Facilitation of Prostitution • Supplier Code of Conduct
Labour	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> • Human Resources Guidelines • Employee Handbook • European Workers Councils • Supplier Code of Conduct
Principle 4: Businesses should support the elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics • Supplier Code of Conduct
Principle 5: Businesses should support the effective abolition of child labour.	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics • ECPAT Code of Conduct • Supplier Code of Conduct
Principle 6: Businesses should support the elimination of discrimination in respect to employment and occupation.	<ul style="list-style-type: none"> • Human Resources Guidelines • Employee Handbook • Living & Leading Responsible Business training • Policy on Recruitment and Selection • Transfer Policy • Policy on Sexual Harassment and Illicit Activities • Social Networking Policy • Supplier Code of Conduct
Environment	
Principle 7: Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> • Responsible Business Policy • Responsible Construction and Renovation Guidelines
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> • Global Compact Caring for Climate • Responsible Business Policy • Responsible Construction and Renovation Guidelines • Living & Leading Responsible Business training • Rezidor List of Restricted Substances • Supplier Code of Conduct
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> • Responsible Construction and Renovation Guidelines • Supplier Code of Conduct
Anti-Corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> • Risk Assessment Policy • Global Information Security Policy • Anti-Fraud Policy • Internal Audit • Supplier Code of Conduct

An ongoing and open dialogue

The purpose of this Responsible Business Report, in combination with the Rezidor 2011 Annual Report, is to help shareholders and other key stakeholders to value, assess and understand the operations of The Rezidor Hotel Group.

We have an ongoing dialogue with our stakeholders and we report what we consider to be of particular interest to those we deem key: employees, customers, property owners, shareholders, suppliers, authorities, community and environment. Thus the Rezidor 2011 Responsible Business Report describes the most material and relevant sustainability aspects of our operations, not the full range of actions and data.

Scope and Boundaries of the Report

Rezidor has limited the reporting boundaries to areas in which the company has full control over data collection and information quality. Downstream impacts are generally excluded – as we do not at present dispose of reliable tools to measure these. The numerical data specified in this report refers to the year 2011, unless otherwise stated. Monthly environmental reporting and the annual Status Report, compiled by the management team at each hotel, form the foundation for Rezidor's Responsible Business reporting. The reporting is based on year-end figures, meaning that all hotels in operation by December 31st were asked to report. Consequently, some hotels report full-year data, while properties that opened during 2011, report only for the months they were in operation. Hotels that discontinued operations with Rezidor during the year are not included.

The scope of this report covers Rezidor as a group, providing examples from operations regardless of brand. Responsible Business is

encouraged at all hotels, including franchised properties, and corporate offices. Unless otherwise indicated, achievements mentioned in this report cover all hotels which are managed, leased or franchised by the Rezidor Hotel Group. This includes 325 properties or 70,766 rooms which were in operation on 31 December 2011.

Routines for Monitoring

Hotels are asked to report their Responsible Business performance in two different reports. Overall compliance with, and progress towards the objectives of the Responsible Business programme (see page 26–27) is assessed through the annual Responsible Business Status Report questionnaire. The Status Report is an internet-based system and contains questions touching on all relevant areas of the Responsible Business programme. The questionnaire used is inspired by the UN Global Compact and the Global Reporting Initiative guidelines.

Environmental performance data (e.g. energy, water and waste) is collected on a monthly basis for managed and leased hotels through an RB reporting section in Rezidor's comprehensive financial system. Moreover, at year-end 64% of hotels had a Responsible Business specific Action Plan in place for 2012. These Responsible Business Action Plans are updated yearly. At the same time, 86% of the hotels have also incorporated Responsible Business related targets into their overall Business Plan.

Hotels are also able to use Rezidor's exclusive on-line self-audit system that guides them through a review of all key elements in the Four Cornerstones of Guest Safety and Security, Employee Safety and Security, Fire Safety and Operational Security. One section of questions is released to the audit each quarter, so at the end of the year hotels will have reviewed the entire programme. The self-audit is more than box-ticking; it is like a living manual since each question is directly linked to a library of good practice examples collected from the hotels themselves. The self-audit is freely available to all hotels, including franchises. In 2011, 268 properties were actively using the system to help keep their internal safety and security policies, procedures and training programs up to date.

Accounting Principles and Verification

Financial data presented in the Responsible Business Report is derived from audited annual accounts. For all external reporting, currencies are converted into Euro. Accounting principles for financial reporting, as well as the conversion rates used, are stated in Rezidor's 2011 Annual Report. The Responsible Business Report has not been independently reviewed by auditors or any other third party.

The Rezidor Hotel Group is one of the most dynamic and fastest growing hotel companies in the world. The group currently features a portfolio of 425 hotels with 93,000 rooms in operation and under development in 65 countries across Europe, the Middle East and Africa.

Rezidor operates the core brands Radisson Blu and Park Inn by Radisson – as well as Hotel Missoni, a new lifestyle brand which is developed worldwide following a licence agreement with the iconic Italian fashion house Missoni.

Rezidor is part of the Carlson Rezidor Hotel Group, one of the world's ten largest hotel groups.

Rezidor's long-standing, wide-ranging and award winning Responsible Business programme contributed to the group being named one of the World's Most Ethical Companies in 2011 for the second year.

For more information, visit www.rezidor.com

If you have any comments, queries or questions, please contact:

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CHILDHOOD
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