

# The Rezidor Hotel Group

Responsible  
Business  
Report  
2012



THE  
**REZIDOR**  
HOTEL GROUP

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## Scope and Boundaries of this Report

Unless otherwise indicated, achievements mentioned in this report cover all hotels which are managed, leased or franchised by the Rezidor Hotel Group. This includes 338 properties which were in operation on 31 December 2012.

The Rezidor 2012 Responsible Business Report describes the most relevant sustainability aspects of our operations, not the full range of our actions and data. The data in this report refers to the year 2012 unless otherwise stated.

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 currently have reliable tools to measure their effect.

All hotels in operation as at 31 December 2012 are included in this report. Data for new hotels that were opened during 2012 is only reported for the months they were in operation. Hotels that discontinued operations with Rezidor during the year are not included.

Financial data presented in our Responsible Business Report is derived from audited annual accounts. For all external reporting, currencies have been converted to euros (EUR). Our financial reporting accounting principles and currency conversion rates are stated in Rezidor's 2012 Annual Report.

The Responsible Business Report has not been independently reviewed by auditors or any other third party.

Note: On 18 January 2012, the Rezidor Hotel Group became a member of the Carlson Rezidor Hotel Group. This report only describes the activities of the separate legal entity – the Rezidor Hotel Group. See [www.rezidor.com](http://www.rezidor.com) for more information.





## Message from the President & CEO

# Our journey on Route 2015

**2012 was the first year of Rezidor's "Route 2015", the group's strategic journey to increase the EBITDA margin by 6 to 8 percentage points by the year 2015.**



Thank you for your interest in Rezidor and our Responsible Business Programme! Responsible Business contributes to this company-wide goal with "Think Planet", an ambitious and engaging initiative targeting 25% of energy savings across all hotels and offices in 5 years. Launched in January 2012, Think Planet takes Rezidor back to its environmental leadership roots and has resulted in a complete company focus on minimizing our energy and carbon footprint (for a full programme overview, visit [www.thinkplanet.rezidor.com](http://www.thinkplanet.rezidor.com)).

Think Planet is also one of the three pillars of Rezidor's industry-leading and award-winning Responsible Business Programme. We strongly believe in: Think Planet – minimizing our environmental footprint; Think People – taking care of the health and safety of guests and employees; and Think Together – respecting social and ethical issues in the company and the communities in which we operate.

Our passion for Responsible Business is shared by all our 35,000+ employees. We all try to live Responsible Business in the daily operations and carry the core values of the company through our unique Yes I Can! service philosophy. In 2012, we celebrated our most successful Responsible Business Action Month ever – strongly supporting our corporate charity organization World Childhood Foundation and other local or regional projects – and we increased the number of eco-labelled hotels to 217 to further strengthen our industry-leading position.

We are proud that the US think tank Ethisphere has yet again named us a one of the World's Most Ethical Companies – an award that we received each year since

2010 – that's 4 years in a row! Such achievements underline and strengthen our commitment to Responsible Business.

We will continue to do sustainable business – 2013 will see a further development of Think Planet that will also be integrated in new openings through ambitious characteristics, an eco-label for new properties and rapid staff engagement in community projects. With our strategic partner Carlson, we will continue to go global and further pursue joint Responsible Business activities across all continents such as our cooperation with World Childhood Foundation.

Our Responsible Business Report informs you in all detail about our initiatives 2012 and our plans 2013 – enjoy reading it!

Yours truly,

A handwritten signature in black ink, appearing to read "W. Neumann". The signature is fluid and cursive, written over a white background.

Wolfgang M. Neumann  
President & CEO

# About Rezidor

**The Rezidor Hotel Group is one of the fastest growing hotel operators in the world with a presence in more than 70 countries and three leading hotel brands.**

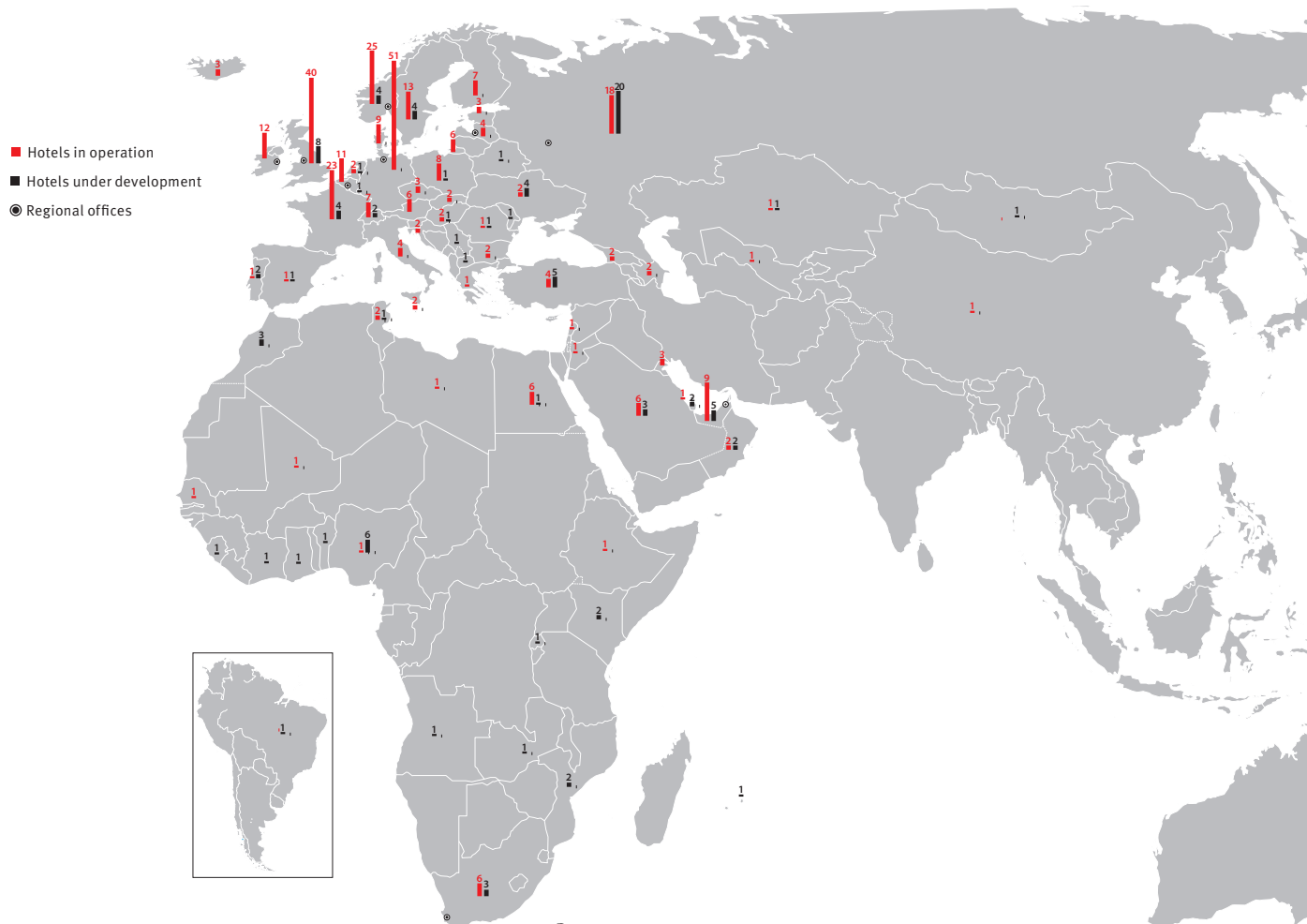
The hotels in our portfolio are operated under the brands: Radisson Blu; Park Inn by Radisson; Hotel Missoni. We develop and license Radisson Blu and Park Inn by Radisson in Europe, the Middle East and Africa (EMEA) under Master Franchise Agreements with Carlson, a global, privately owned hospitality and travel company. The Hotel Missoni brand is operated under a worldwide licensing agreement with the Italian fashion house Missoni. Rezidor also has an agreement

with Regent Hotels & Resorts to develop and operate new Regent hotels in Europe, the Middle East and Africa. At the end of 2012, Rezidor had 338 hotels (circa 74,000 rooms) in operation and 100 hotels (22,000 rooms) under development in 76 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.

Since November 2006, Rezidor is listed on the Stockholm Stock Exchange.



# Responsible Business Stakeholders and Policy

## The World Around Us

**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**

For 2012, the World Travel & Tourism Council (WTTC) estimated that the global travel industry generated 260 million jobs and contributed 9% of the global gross domestic product. For the first time ever, the number of global travellers in a year is expected to surpass one billion. An industry of this size has a considerable impact on 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.

### **Climate Change**

The United Nations Environmental Programme (UNEP) has forecast that if the tourism industry continues to operate in the way it does today, energy use and emissions will double by 2050. Water use will increase by 2.5 times current levels.

Buildings are already responsible for 30% of global energy consumption, yet most are very inefficient. Energy savings of between 20 and 30% could be achieved if commercial buildings were made more energy efficient.

Making investments in green technologies and the green economy will help to reduce the impact of tourism. At Rezidor we recognise that we must play our part by reducing the carbon footprint of our hotels and taking the sustainable tourism route.

The tourism sector is uniquely positioned in that it both contributes to climate change and faces risks from the consequences of climate change. These risks are mainly linked to hotel locations, an increase in severe weather patterns, and to increasing carbon emission-related legislative pressures and taxation.

Rezidor believes this gives us clear responsibility to take serious action on

climate change. At Rezidor, we do this by setting ambitious energy saving targets and by adhering to the UN Global Compact and Caring for Climate initiative.

### **Resource Use – Water Scarcity**

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%.

A report by Tourism Concern, a non-profit organisation based in the United Kingdom (UK), focussed on Water Equity in Tourism and defined nine principles for achieving this goal.

Rezidor endorses the 3 principles defined for the Tourism Industry: Tourism businesses should implement their business responsibility to respect the right to water, Tourism businesses should adhere to national regulations governing water use and Tourism businesses should reduce their water consumption.

Rezidor has recognised the urgent need to continuously reduce water consumption in our operations. We integrate the latest water-saving technologies in our new-build hotels and during major renovations.

### A Global Employer in Local Communities

“It has been said that arguing against globalisation 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 cultural backgrounds. With hotels in over 70 countries across EMEA, Rezidor's staff represent more than 143 different nationalities.

The wide array of countries in which we operate and the diverse backgrounds of our employees means that we must diligently check we comply with local laws. We must inform our employees of their rights, ensure non-discrimination, and make sure our staff operate to the highest ethical principles wherever they are located.

In 2012 Rezidor was listed as one of the World's Most Ethical Companies for the

third year in a row. This recognition is largely due to our Code of Ethics and its company-wide implementation.

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

### Our Stakeholders and Our Responsible Business Policy

Rezidor has identified eight Responsible Business stakeholder groups. We maintain clear commitments to each group (see the table below for more details).

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

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

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

### 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. **Think Planet:** Minimising our impact on the environment
2. **Think People:** Taking care of the health and safety of guests and employees.
3. **Think Together:** Respecting social and ethical issues in the company and the communities in which we operate.

### 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. 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 and create a single methodology for calculating carbon footprints and consistent metrics for communicating emissions. Rezidor is an active member of the working group and we were proud to be part of the methodology launch during RIO+20 in June 2012.

- 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.





# 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 to the Chief Operating Officer 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. The team works very closely with the Area Head Office teams.
Regions	Regional Responsible Business Coordinators	There are a total of 23 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 and Responsible Business team. The Responsible Business Coordinator and the team jointly define the Responsible Business action plans in line with both regional and Group priorities.

## Rezidor Responsible Business Timeline

Rezidor has a unique and long history of Responsible Business. There's no business without Responsible Business at Rezidor.

### 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; and 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 Hotel Environment Action Month (now Responsible Business Action Month).
- Radisson SAS 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.

### 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=S safety and security 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.
- First global responsible business action month with Carlson Companies.

### 2011

- Rezidor targets 100% eco-labelled hotels by 2015 and achieves an eco-label for 55% of hotels
- Named as one of the World's Most Ethical Companies by the Ethisphere Institute for the second year in a row.



# Responsible Business Highlights

**2012 was an outstanding year in Rezidor's Responsible Business journey with successes in all three pillars of our Responsible Business programme.**

## PILLAR 1

### Think Planet – Minimising our Environmental Footprint

- Think Planet energy savings initiative was launched – targeting 25% energy savings within five years.
- Proportion of eco-labelled hotels in the Group reaches 65% (217 hotels).
- Rezidor contributes to the launch of the ITP and WTTC's Hotel Carbon Measurement Initiative.

## PILLAR 2

### Think People – Health and Safety of Guests and Employees

- Launch of 12 Leadership Qualities and new Performance Planning Programme.
- Employee satisfaction remains high at 86.5%.
- Rezidor leads Carlson's new global safety, security and crisis council for Carlson Rezidor and the business units of other Carlson companies.

## PILLAR 3

### Think Together – Social and Ethical Issues in the Company and the Community

- For the third year in a row, Rezidor is named as 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. Close to 475 TEUR is raised for local and international charities.
- The Carlson Rezidor Hotel Group is a global leading partner of World Cleanup 2012. Over 2,000 employees from 91 Carlson Rezidor hotels worldwide participated in local cleanups. Together the teams collected close to 135,000 litres of waste in 33 countries.

The following table provides an overview of our key Responsible Business performance indicators:

Indicator	2012	2011	2010
Energy/m <sup>2</sup> (kWh) Rezidor	284	289	285
Energy/occupied room (kWh) Rezidor	92	95	114
Water/Guest-night (litres) Rezidor	343	362	398
Waste/Guest-night (kg) Rezidor	1.84	1.94 <sup>1)</sup>	1.46
Medallia Guest Satisfaction			
Environmental Conscientiousness	8.3	8.1	8.1
Climate Analysis Employee Satisfaction score	86.5	86.7	86.7
Safety Security Self-Assessment <sup>2)</sup>	96.1	92.7	92.9

1. KPI recalculated based on revised data input.

2. Global within Carlson Rezidor. Formerly this indicator was based on the Average 3T Monitor Safety and Security Self-audit.

## Think Planet

# Minimising our Environmental Footprint

**Rezidor focuses on minimising our environmental footprint in all stages of a hotel's lifecycle: from build or renovation, to operation.**

### Think Planet Energy Saving Initiative

A green pioneer, Rezidor launched the hotel industry's first Environmental Policy in 1989. That was followed in 2001 with the first comprehensive Responsible Business Programme. Both clearly pledged to minimise the Rezidor Group's environmental footprint. In 2012, Rezidor reconnected with our eco-friendly roots by launching Think Planet, Rezidor's ambitious energy saving initiative.

Think Planet is designed to help us reduce energy consumption by 25% over the next five years. It was launched as a company-wide project for all of our hotels during Rezidor's Annual Business Conference in London at the end of January 2012.

Many of our hotels have already introduced progressive, environmentally friendly measures. Think Planet will help us spread these initiatives into all of our hotels. It also enables us to prioritise the implementation of energy saving investments which will have the biggest impact.

At the same time, we are faced with significant increases in energy costs in many countries and government carbon taxation. Think Planet is both good for our business and good for our planet.

Think Planet's four pillars are:

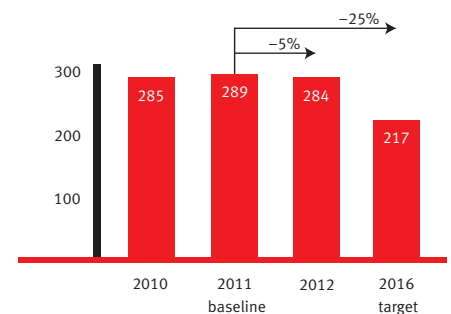
1. Employee awareness: Creating Think Planet habits in operations through back-of-house posters, training videos and the special promotions such as the Lumiquiz.
2. Think Planet tools: Easy to implement energy saving tools which provide a quick return on investment.
3. Think Planet investments: Testing innovative energy saving technologies such as wireless boiler controls or insulating window films.
4. LED lighting retrofit: A group-wide decision to fit Philips LEDs and take advantage of their technical guidance.

### Aiming High

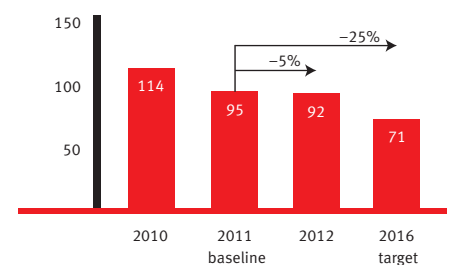
In total, 50 hotels reached or exceeded their Think Planet targets in the first year, some spectacularly! The best performers have achieved savings above 25% on both Think Planet key performance indicators: kilowatt hours/m<sup>2</sup> (kWh/m<sup>2</sup>) and kWh/occupied room.

As a Group, our overall performance for 2012 has been reasonable. In 2012 there was an average saving of 1.6% on kWh/m<sup>2</sup> and 3.2% on kWh/occupied room compared to 2011. For both 2011 and 2012, this figure includes all hotels in operation at year-end.

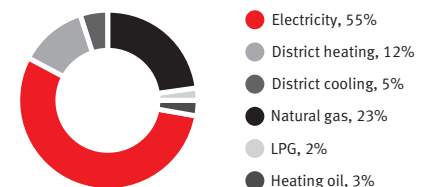
*Energy in kWh/m<sup>2</sup>*



*Energy in kWh/occupied room*



*Energy use per source\**



\* managed and leased hotels

We are very confident that the energy savings will increase rapidly in 2013 thanks to the full effect of the investments made in the last two quarters of 2012. The LED lighting retrofit will also be fully implemented in 2013.

With the support of the Area Leadership, a team of Think Planet champions have been appointed. It is this very active and knowledgeable network of 17 champions – all at general manager level or above – which drives the energy action plans forward in close cooperation with our area technical managers.

### Proven Successes Lead the Way

The biggest energy consumers in our hotels are the systems for heating ventilation and air-conditioning (HVAC), lighting, sanitary hot water and cooling in the kitchen. Naturally the biggest savings can be made by optimising the technical installations in these areas. While these improvements require investments, some hotels are already seeing the important

effect the Think Planet improvements can make. Some notable achievements include:

- In Germany, Switzerland and Austria we installed intelligent, on-demand kitchen ventilation in 20 hotels. This will save 3 million kWh of energy per year and reduce carbon dioxide emissions by 700 tonnes.
- The 4,000 m<sup>2</sup> glass facade of the Radisson Blu Hotel Frankfurt is now covered with an invisible reflective foil. This helps insulate the building and will reduce energy use by 1 million kWh per year, saving 400 tonnes of CO<sub>2</sub>.
- The Radisson Blu Royal in Brussels has installed frequency controllers on their guest and staff elevators, saving on energy and improving user comfort. The hotel invested an additional EUR 240,000 to install two condensation boilers and has retrofitted 80% of its lights with LED bulbs. These improvements have resulted in energy savings

of 16.5% per occupied room in 2012. This comes on top of a 2% saving achieved in 2011.

- Optimal use of the building management system and fine-tuning the operating times of plant equipment has saved 1 million kWh at Radisson Blu Hotel Stansted Airport. Guest satisfaction remains at a high level.
- The Radisson Blu Hotel Waterfront Cape Town has reduced energy use by an impressive 28% in kWh/m<sup>2</sup> and 17.5% in kWh/occupied room during 2012. They achieved this through tremendous employee engagement combined with a focus on preventative maintenance and optimisation of the building's environmental controls. Additional investments were made in speed drives for both cooling towers which help regulate chiller demand. A total of 1,396 LED bulbs were installed in all standard rooms and 95% of public areas.



Think Planet Go for Gold, back-of-house poster



Radisson Blu Hotel London Stansted Airport



Radisson Blu Hotel Frankfurt



### Habits: Engaging Employees in Think Planet

Lumi the firefly is the energetic Think Planet mascot who lights the vital energy saving spark in our staff. A firefly is the ideal mascot for Think Planet: these little insects generate light 100% efficiently.

To create energy saving habits among our staff, the 2012 Think Planet employee engagement programme consisted of:

- Back-of-house posters which remind hotel staff to switch off lights and devices
- Training videos for housekeeping,

meeting and event, and kitchen staff which feature our own employees

- The Lumiquiz – by answering five energy related questions correctly, employees could win an iPad each month
- Go for Gold bicycle competition. Employees of the hotel which achieves the biggest energy saving will all receive a folding bicycle. The first bicycles will be awarded to the 2012 winner at Rezidor’s Annual Business Conference at the end of March 2013.

Many Rezidor hotels have taken Think Planet a step further by actively asking for employee suggestions and making the hotel targets very tangible. For example, the Park Inn Prybaltyaskaya translated big targets to small targets for its 600-strong team. The hotel’s overall energy saving target was reduced to individual targets (energy saving per day and per person). Each staff member defined their own personal Think Planet plan which they signed, laminated and hung in their office or lockers.





# Seeing the (LED) Light with Philips Lighting

Lighting can energise you, make you feel comfortable and enables interaction with other people. Philips provides flexible lighting solutions that empower guests to personalise their space, adjust environments according to their moods or activities, and create a unique experience at the touch of a button.

With our 24/7 operations, about 25% of the energy our hotels consume is used for lighting. Reducing the energy required for lighting by changing to LED options is a major step towards achieving our Think Planet goals.

Rezidor selected Philips Lighting to provide top quality LED lamps and the technical expertise needed to ensure the perfect lighting ambience is maintained.

“Philips is very excited about the partnership with Rezidor,” explains Emile van Dijk, Key Account Sales Director for Philips International. “With our MASTER LED lamps portfolio we can help Rezidor

hotels make the switch to LED easier than they could possibly imagine. We can enhance the guest’s experience in the hotel and achieve energy savings without compromising on the quality of light.”

Energy savings from a lighting refit are immediately effective. Here are some examples of savings achieved at Rezidor hotels:

- The Radisson Blu Marseille has saved more than 15% on its energy bill since 2010. The hotel has put a local Standard Operating Procedure in place to ensure energy checks are done at the end of each shift. Motion detectors and LED

lighting have also been installed in the lobby.

- The Radisson Blu Hotel Sandton achieved a 25% energy saving by changing all 12-volt down-lights to LEDs. The technical team changed 3,834 light bulbs in the lobby, guest corridors, restaurants, back-of-house and guestrooms.
- Our hotels in the Middle East are very strong on the LED lighting retrofit. For example, the Radisson Blu Cairo Heliopolis replaced 3,680 bulbs with LED lights in 2012. All public areas and guest corridors have been fitted with motion sensors. As a result the hotel reduced electricity consumption per occupied room by 14%.



## Minimising our Water and Waste 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. To maximise the savings, investments in environmentally friendly technology are also made.

### 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 2012:

- 78% of our guestrooms have water saving toilets
- 81% of guestrooms have aerators to control tap and shower water flows
- 8% of hotels recycle grey water
- 7% collect rainwater for irrigation, car washing and other needs
- 8% of hotels use waterless urinals.

In 2012, water consumption in litres/guest-night (GN) was reduced by 5.2% for the Group as a whole.

We still see major regional differences in water use per guest-night. For example our hotels and resorts in the Middle East have above average water consumption. At the same time, the focus on reducing water use is high. Our hotels in the Middle East are focussing on completing the installation of flow restricting taps, and piloting products which avoid swimming pool evaporation and recuperate condensation water from air conditioning installations.

Across the Group, we involve guests in towel and sheet replacement programmes. We have an ongoing maintenance programme to complete the installation of water saving devices such as aerators and sensor taps.

In new hotels, systems to harvest rain-water or reuse grey water are integrated. For example:

- At the Park Inn by Radisson Leuven (Belgium), toilets are flushed with rain-water. This saves an estimated 608,000 litres of fresh water per year.
- The Park Inn by Radisson Tete (Mozambique) collects grey water to irrigate the hotel's landscaped gardens.

### 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 and recycle waste as much as possible and to reduce the residual waste which goes to landfill or incineration. In our Living Responsible Business course, all Rezidor employees are trained on techniques to minimise waste and on the waste hierarchy: Reduce, Reuse, Recycle.

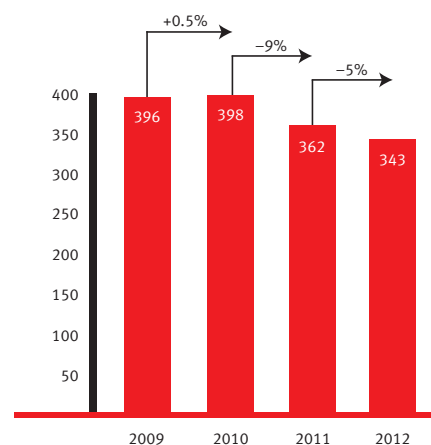
At the end of 2012:

- 92% of our hotels had a dedicated waste sorting area
- 65% of hotels had waste sorting facilities on housekeeping trolleys
- Our recycling rate rose from 24% to 37%.

In the area of waste (both residual and recycled) Rezidor receives reliable data from 143 hotels. Residual waste, expressed in kg/GN, decreased by 5.2% in 2012. Examples of waste minimisation innovations in our hotels include:

- The Radisson Blu Aarhus (Denmark) installed a bio-waste liquefier. The closed system ensures organic waste is compacted and liquefied, reducing the volume of waste to be transported.
- The Radisson Blu Balmoral in Spa (Belgium) installed Molok, a deep collection waste tank for various waste streams. The novelty of the deep collection system is the vertical, underground design. Only 40% of the container is

## Water in litres/guest night



**Go wise on water**

Hotels you can rely on:  
**park inn** by Radisson

Did you know that taking a shower rather than a bath saves 50 liters of water or more?

Park Inn. Adding Color to Life™

Your Green Key hotel has eco-showers installed. The eco-showers help to reduce water consumption.

For more ideas how to Think Planet, visit [thinkplanet.rezidor.com](http://thinkplanet.rezidor.com)



visible, while the remainder is underground. This design provides more waste storage capacity in less space, better compaction, fewer collections, less odour, and less litter. The same large waste collection units are used at Rezidor's head office in Brussels.

### 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. The assessment focuses on energy related emissions only and contains both scope 1 and 2 emissions.

In 2012, CO<sub>2</sub>-equivalent emissions from electricity, natural gas, heating oil, district heating and LPG gas for the 250 managed and leased hotels for which Rezidor has comprehensive data amounted

to 410,555 tonnes. In absolute terms our carbon footprint has decreased slightly and measured by guest-nights the decrease is a substantial 9.4%.

### ITP and WTTC Hotel Carbon Measurement Initiative

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 outcome of this collaboration is the Hotel Carbon Measurement Initiative (HCMI) tool: a standard methodology and metrics to measure a hotel's carbon footprint. The tool has been developed in accordance with the Greenhouse Gas (GHG) Protocol standards.

The final methodology was launched by all partners during the Rio+20 Earth Summit in June 2012. The tool is free and

available to hotels and hotel companies of all sizes. More information can be found on [www.internationaltourismpartnership.org/what-we-do/products-programmes](http://www.internationaltourismpartnership.org/what-we-do/products-programmes).

Rezidor continues to be an active member of the HCMI working group.

### Responsible Renovation and Construction Guidelines

Rezidor is one of the fastest growing hotel companies in the industry. On average we open a new hotel every three weeks.

When building a new hotel or renovating an existing property, it is important that attention is paid to resource efficiency. We want to create buildings with the lowest 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 Think Planet principles. These are captured in

### Radisson Blu is the first hotel brand to offer 100% Carbon Neutral Meetings with Club Carlson.

Launched as part of Experience, meetings and events at Radisson Blu hotels are 100% carbon neutral. If the meeting or event is booked by a member of Carlson Rezidor's Loyalty programme Club Carlson, the carbon generated by the event location is automatically offset. The carbon is compensated via renewable energy projects in India (for example, installation of wind farms). Additionally, for every tonne of carbon that is offset, a tree is planted in the heavily deforested Rift Valley in Kenya. Offsetting happens with Carbon Neutral Ltd., a founding member of the Quality Assurance Scheme (QAS) for carbon offsetting.

Club Carlson Carbon Neutral meetings has been a great success. In the last quarter of 2012, 433 tonnes of carbon dioxide were offset to compensate for emissions generated by Radisson Blu event locations. Additionally 433 trees were planted in the Rift Valley.



our Responsible Renovation and Construction guidelines. The guidelines cover all relevant issues relating to the construction site and the building itself including:

- Use of sustainable and renewable energy sources and improve the thermal insulation of facades to minimise heat loss and gain
- Heat recovery systems
- Rainwater recovery systems
- Building management systems which create intelligent buildings
- Waste and recycling management
- 100% LED lighting for outside signage on new hotels and major renovations. This requirement became mandatory in 2009 for Radisson Blu and in 2010 for Park Inn by Radisson.

Some examples:

- Rezidor's head office in Brussels received a good rating under the BREEAM sustainable building system.
- The brand-new Park Inn by Radisson Tete benefits from its sunny location. With sun 365 days a year, two banks of

solar panels have been installed to heat all of the sanitary water required for the hotel (capacity 20,000 litres). That's 100% renewable energy! The hotel preserves its environment by treating wastewater on site and reusing grey water for garden irrigation.

- The Radisson Blu Resort, Gran Canaria features a roof filled with 125 solar panels or 312 m<sup>2</sup> of renewable energy! A total of 250 kWh/hour of solar energy is generated. It is used to heat a minimum of 70% of the hotel's hot water supply. In winter it also heats the hotel's four swimming pools.
- The new star of Lille (France), the Park Inn by Radisson has been certified as a building with low energy consumption. This excellent performance is achieved by using materials with the highest insulation values in the facade, windows and roof. The hotel also makes maximum use of natural daylight, has LED lighting installed and solar panels on the roof. The hotel's chameleon facade also changes colour with the intensity of the sunlight.

## Environmental Compliance

Rezidor checks all of our 338 hotels for environmental compliance. No issues with environmental compliance arose in 2012.

## Eco-labels

External confirmation of the environmental performance of our hotels is essential to Rezidor. Eco-labels provide an independent third-party 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 2012, a total of 217 Rezidor hotels (65%) across EMEA have received eco-labels. That is an increase of 38 properties compared to 2011 when 55% had eco-labels. A complete list of our eco-labelled hotels can be found at the end of this report (see page 33).

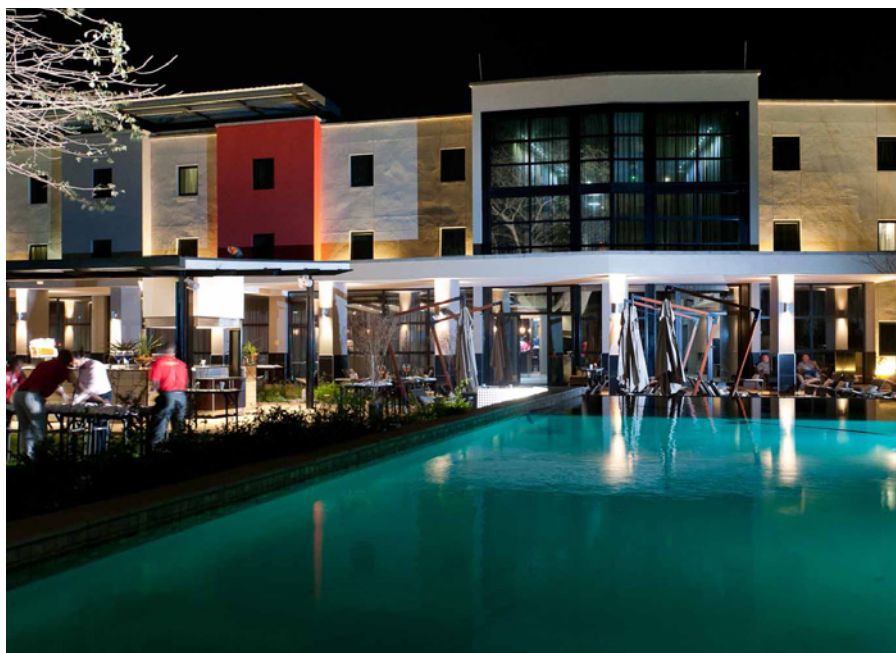
In some regions and countries, all Rezidor hotels have eco-labels. This is the case in the Baltic countries; Belgium; Finland; France; and the Middle East (Kuwait, Oman, Saudi Arabia, and the UAE).

In 2012, our 33 Radisson Blu and Park Inn by Radisson hotels in Germany and Switzerland had the Green Key eco-label. We also introduced the Green Key in Bulgaria, Croatia, Georgia, Romania and Turkey. In Turkey, all of our managed and leased properties are certified. That brings our total number of Green Key certified rooms to close to 30,000.

We also brought the Green Key to Moscow (Russia), where the Park Inn Sheremetyevo received the capital's very first Green Key. In Egypt, the Radisson Blu Hotel Cairo Heliopolis was the first hotel in the country to achieve a Green Key. In total Rezidor counts 130 Green Key hotels.

The eco-labels in use in Rezidor hotels set strict requirements on:

- Environmental management and monitoring
- Maximum energy use per square metre
- Energy efficient lighting



Park Inn by Radisson Tete, Mozambique



- Waste sorting and recycling
- Controlled use of certain chemicals
- Controlled use of disposable products
- Communication with guests.

The process of awarding or renewing an eco-label often leads to significant environmental investments in the hotel.

### 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 47% of our hotels actively check on their responsible business performance. 59% 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 our bottom-line and the triple bottom-line of our environmental, social and economic performance.

### Reporting Systems

Rezidor collects monthly environmental performance data for managed and leased hotels in the Think Planet section of our financial reporting system. All hotels (leased, managed and franchised) are also assessed through the annual Responsible Business Status Report.

Area management and general managers receive monthly performance statistics and a yearly report on their overall Responsible Business performance.



**Rezidor is the first major hotel chain to partner with Green Key ([www.green-key.org](http://www.green-key.org)).**

Green Key is currently the largest global eco-label for tourist accommodation. Over 2,000 hotels, hostels and campsites in 38 countries worldwide have received the label. Green Key was first launched in Denmark in 1994. In 2002 it was adopted by the Foundation for Environmental Education as its fifth international programme.

"The partnership between Green Key and Rezidor Hotel Group began in 2010 and was our first with an international hotel chain," explains Nicolas Dubrocard, Green Key's International Coordinator. "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.

"We look forward to continuing this solid partnership and growing the number of hotels and countries with Green Keys in 2013."

Think People

# Health and Safety of our Guests and Employees

**With operations in more than 70 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 comfort and satisfaction. In 2007, Rezidor developed and introduced 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.

Accurate threat assessment does not entail looking at a crystal ball and predicting the future. Our threat assessments are based on honest, open internal communication, news and media monitoring as well as intelligence supplied by third-party business risk analysis and alert services. Information is analysed and shared along with experience and good practice within the Group. Rezidor also encourages hotels to actively

contribute to keeping their local communities safe by engaging in safety and security related forums and crime prevention schemes.

To evaluate and mitigate risk, Rezidor works very closely with partners such as risk engineers at Willis (Rezidor's insurance broker). 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' fire risk engineers survey a percentage of the portfolio annually in order to measure performance against benchmarks. To ensure the security risks are also addressed, the risk engineers are accompanied by security professionals from Rezidor.

All hotels carry out an annual operational safety and security self-assessment based on the same four cornerstones. In 2012, the self-assessment originally developed by Rezidor was upgraded and improved and is now accessible by all hotels around the world that are affiliated with the Carlson Rezidor Hotel Group.

## **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. Our employees are vital for risk prevention and mitigation and they are counted on when it comes to incident response.

Their role in safety and security starts with knowing they are empowered and encouraged 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. This limits the risk that what is a small issue now can cause a larger incident later.

## **Yes I Can! – Always Care**

Yes I Can! is the Rezidor company vision. Always Care, the motto for our safety and security programme, was inspired by this vision of taking personal responsibility and having a true Yes I Can! attitude. Always Care means that if we care about people, care about property and care about the world around us, we will also take personal responsibility for protect-




# ALWAYS CARE

ing these vital elements in our lives. It is therefore everyone's responsibility to Always Care.

### **Communicating 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. Corporate Security is responsible for collating and sharing information, analysis and threat assessments. They share this information with all parts of the company through monthly TRIC=S reports which are distributed to every general manager at Rezidor-affiliated hotels or via immediate alerts in case of an imminent threat.

TRIC=S reports contain information that comes from the two-way communication between individual hotels and the corporate support 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, help make their destination safe and their business flourish.

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.

### **Evolving 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 and any incident will be quickly communicated to the wider world. Our TRIC=S formula was developed to meet these new demands of transparency and accountability. It is based on providing a central hub of support to decentralised, empowered and trusted teams of leaders in every

hotel – something that we believe builds resilience into our company.

Since November 2010, Rezidor has assisted Carlson Companies with the further development of corporate safety and security processes. With a goal of aligning safety and security guidelines and providing a global umbrella of safety, security and resilience for our brands, this has led to a full exchange of information and the development of globally accessible libraries of good practice that are available to all hotels affiliated with the companies, regardless of their geographic location.

In 2012, further steps were taken when the Carlson established a Global Safety, Security and Crisis Council. The Council brings together risk, security and information security experts from Carlson Rezidor and the business units of other Carlson Companies. In a spirit of collaboration and cooperation for mutual benefit, this Rezidor-led Council shares information and best practices that can be individually adopted, adapted and applied to the independent businesses as they see fit. The Council is also developing a system for 24/7 asset monitoring and distributing alerts from the Carlson Global Security Operations Centre.



# Taking TRIC=S to the Public

**TRIC=S is Rezidor's unique approach to safety and security: Threat Assessment + Risk Mitigation + Incident response capability + Crisis management, communication and continuity = Safe, secure and sellable hotels. TRIC=S In My Hotel is an equally unique and successful tool for hotels to communicate their safety and security preparedness both internally and externally.**

In order to communicate their safety and security preparedness both internally and externally, the Radisson Blu Hotel Johannesburg (South Africa) developed TRIC=S In my Hotel. A simple presentation, TRIC=S In my Hotel starts with a brief introduction to TRIC=S. Using simple diagrams, TRIC=S In my Hotel goes on to outline the safety and security features in guestrooms, back-of-house and public areas. The presentation also includes details of the local emergency services and specialised safety and security capabilities that are available.

During 2012, all Rezidor properties have been encouraged to create their own TRIC=S In my Hotel and keep it updated. TRIC=S In my Hotel can be shown internally to train staff. As TRIC=S In my Hotel does not include details of sensitive areas in the hotel or how they are secured and accessed, it can also be shown to external parties such as corporate clients to demonstrate the safety and security features of each property.

There is an old saying that a picture paints a thousand words. Using images, TRIC=S In my

Hotel presentations communicate a lot of information simply, efficiently and safely.

TRIC=S In my Hotel was first used in Johannesburg as the introductory presentation to a delegation of very high-level security specialists representing an extremely important potential client. At the end of the 15-minute presentation, the head of the delegation stood up and said: "That was impressive! You just answered 99% of our questions." The potential client has since become a loyal guest. Their first visit alone generated more than EUR 200,000 in revenue.



Safety and Security team, Radisson Blu Gautrain Hotel, Sandton Johannesburg



## 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 74,000 hotel rooms, 87% are non-smoking, whilst 54% of our hotels are entirely smoke-free in guestrooms, public spaces and back-of-house areas. Over 1,700 rooms (2.3%) are adapted to the needs of disabled guests. This represents an increase in performance across the board.

In 2010, Rezidor hotels in Denmark launched Brain Food an innovative solution for meetings. Brain Food for Meetings by Radisson Blu is a menu of recipes which are designed to ensure that meeting delegates remain at their maximum performance level throughout an event. Since its introduction, the concept has been launched in all Radisson Blu hotels as part of the Experience Meetings by Radisson Blu.

### Brain Food

The Brain Food recipes are based on six principles which are good for the participants' health and the planet:

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 lower fat content (maximum 10%)
5. Naturally sweetened food and never more than 10% added sugar
6. Focus on quality and taste experiences that sharpen the senses.

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.

## 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. As a consequence a large majority of our general managers are developed from within the company.

## Rezidor's 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 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 Responsible Business training.



# Rezidor's Yes I Can! Ethos Fuels Peugeot and Citroën's Podium

Rezidor's ever growing global reputation for exceptional Yes I Can! customer service has led to a ground-breaking new partnership.

During 2012, Rezidor was invited to share our unique Yes I Can! service philosophy and 100% Guest Satisfaction Guarantee at Podium. Launched by the zonefranche agency, the Podium workshops provide Peugeot and Citroën with an opportunity to coach their European distributors and zone managers in world class, flawless customer service.

Yes I Can! – three little words that make a world of difference. Three little words that have always been so much more than just a slogan for all Rezidorians. Yes I Can! is our connecting

ethos, the driving philosophy that informs everything we do, everywhere in the world, 24/7.

Yes I Can! has played a major part in Rezidor's success. And word is spreading, well beyond the world of hospitality.

As part of the cooperation, Peugeot and Citroën hosted a series of intensive Podium workshops at Radisson Blu hotels across Europe. Experienced Rezidor managers participated as guest speakers, promoting the effectiveness of our Yes I Can! values. In total, six one-day training sessions were organised for Peugeot and Citroën distributors and zone managers.

"Peugeot and Citroën are particularly impressed by our 100% Guest Satisfaction Guarantee," explains Jan Spooren, Rezidor's Director, People Development. "Radisson Blu Hotels and Resorts are a premium hotel business, not so different from a car dealership. It requires intense focus – every minute of the day – on delivering the brand promise, attention to detail, maintaining the highest standards of product and service, personal relationships with guests, service with a smile, being host... the list is endless."



Jan Spooren, Director People Development

### Focus on Responsible Business training

All Rezidor employees are trained in our unique Living Responsible Business module. Heads of departments and general managers receive an additional Leading Responsible Business course.

The Living Responsible Business training programme covers the three pillars of Rezidor's Responsible Business programme and illustrates how each employee can live Responsible Business in their everyday job and at home. In addition we focus on our 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 remained high at 86.5% in 2012. The 2012 survey included 24,977

participants from 270 business units. Compared to 2011, the result is stable. This is exceptional given the survey was conducted at the time a change in CEO was announced and during a process of decentralisation which started in late 2011. 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 2012. The company counts no less than 143 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 70 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 Yes I Can! 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. 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 manner, 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.



### Employees in the spotlight

During 2012, two of our hotel engineers were recognised by their local hospitality associations. Nicholas Fernandez of the Radisson Blu Hotel, Dubai Media City, received the Green Hotelier of the Year award. Mark Duffy of the Radisson Blu St. Helens Hotel in Dublin was named Hospitality Manager of the Year 2012 – Environmental.

Individual employees are often totally engaged in Responsible Business. The executive chef of the Radisson Blu Hotel Sligo, Joe Shannon, was involved in over 20 charity events in 2012. Thanks to the efforts of Joe and the team, the hotel raised close to EUR 15,000 for various charities.

Nicholas Fernandez and Joe Shannon



# A Proactive Leadership Commitment Across the Group

At Carlson Rezidor we have constantly remained highly committed to training and development.

2012 was no different. On taking up his appointment, our incoming President and CEO Wolfgang M. Neumann promised to continue the legacy of supporting all Rezidorians to reach their full potential and assisting them to achieve their personal and professional ambitions. He fulfilled this promise with the development of two workshops aimed all area leadership positions and our entire general manager population.

Our Pro Active Leadership Workshop was developed to allow our leaders to spend time with colleagues. The Workshop gave participants an invaluable opportunity to challenge their way of thinking, share their experiences, and take away a range of approaches to enhance their leadership effectiveness in practical and useful ways. The response has been overwhelmingly positive. Highly interactive in its approach, the programme was seen to encourage participants to question, challenge, and learn from each other, and above all to explore how people can be their best as leaders and develop active relationships.

Wolfgang M. Neumann explains the concept: "It's all about you! It's all about us! As Aristotle said: 'Excellence is never an accident. It's always the result of high intention, sincere effort and intelligent execution.' We must all believe in the astonishing possibilities together on Route 2015, and our brilliant future."

Going hand-in-hand with the Pro Active Leadership workshop was our Performance Management Process. Created to bring a valuable performance focus to the organisation, Performance Management Process greatly increases the possibilities for individual employees to manage their careers and develop personally. This dynamic new process will ensure that everyone trained since 2012 has a clear understanding of what they are expected to achieve in their role at Rezidor.

It also enables personal objectives to be consistent with and support the overall organisational strategy and goals through 'clear line of sight' to higher level objectives. This provides all of our employees with the guidance and support

they need to manage successful careers in a very successful forward-looking company.

Sonja Divé-Dahl, General Manager and District Director comments: "Finally! This new systematic process and set of tools will help us find the right fit of person and location."

Tom Flanagan, Area Vice President for Eastern Europe adds: "Rezidor is very fortunate to be one of the fastest growing companies in the hotel industry. But with that growth comes the challenge of keeping the talent pool full and warm. We are a much larger company today than five years ago, which means we need more managers, with different sets of skills. It's fantastic to have a more systematic approach to build our people's careers and lead them to their desired future."

One major feature of the group sessions has been the commitment of everyone involved. All have been willing to make open and honest contributions to the discussions, and appreciate having some personal reflection time to explore their own abilities and attitudes to leadership.



Pro Active leadership training



Sonja Dive-Dahl, District Director



Tom Flanagan, Area Vice President for Eastern Europe



Think Together

# Taking Care of Ethical and Social Issues in the Company and Society

**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, homeless associations 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 with this worldwide organisation, founded by HRH Queen Silvia of Sweden, dates back to 2007 and engages our hotels each year in fundraising for Childhood.

The 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. The charity has a particular focus on helping girls and young mothers.

Rezidor's 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 as a corporate citizen.



# CHILDHOOD

WORLD CHILDHOOD FOUNDATION

Just one example of Childhood's 100 projects around the globe is 'Hope and Homes for Children' in Belarus. There are many abandoned children in Belarus. Those who grow up in large-scale institutions without their parents are some of the most vulnerable children in the world. Hope and Homes for Children endeavours to develop the support needed to move children from institutions to a family home, either with their own relatives or in foster care. The project has already managed to close three large institutions. They are also working with young mothers and parents who are thinking of giving up their babies. Hope and Homes encourages the parents to bond with the child, increasing the chances that the baby will stay with its natural family. [www.childhood.org](http://www.childhood.org)

One of the children helped by a World Childhood Foundation project in Ukraine

# Rezidor's Baltic Hotels and BalticMiles Fly High to Help Kids in Need

During the Responsible Business Action Month in September Rezidor's 13 Baltic hotels joined forces with our partner BalticMiles to donate close to 5,000 items.

To support Carlson Rezidor Responsible Business Action Month, Radisson Blu and Park Inn by Radisson hotels in the Baltics organised a joint charity event with the BalticMiles loyalty programme. Run in cities throughout the Baltic region, the event was designed to help people in need and make their lives easier.

All hotel employees and guests and BalticMiles employees and clients were invited to make a charity donation of day-to-day goods such as clothes, kitchen appliances, and bed linen. Donations of games, toys and books for children were also encouraged. Donations were collected during September at all Radisson Blu and Park Inn by Radisson hotels in Riga, Tallinn, Vilnius, Kaunas and Klaipeda.

"The project we implemented during Responsible Business month was not just about collecting donations," says Ronald Smithjes, District Director Radisson Blu Hotels, Baltics. "We also want to spread Responsible Business initiatives to our employees and guests and encourage them to use every opportunity to take responsibility and help people in need. We highly value our partnership with BalticMiles in this activity. We are looking forward to more joint Responsible Business projects in future."

"Looking back at BalticMiles' activities in 2012, one of the success stories in which we take pride is certainly the social awareness campaign in cooperation with the Radisson Blu and Park Inn by Radisson Hotels in the Baltics," says

Gabi Kool, Chief Executive Officer of BalticMiles. "Working with the Carlson Rezidor Hotel Group team was a delight. This is a great example of how a distinguished business like Radisson Blu and Park Inn by Radisson Hotels – rich in history and tradition, can cooperate with their partner BalticMiles – already known for the innovative and creative use of social media in campaigns. Together we created a project to be proud of!"

The Carlson Rezidor Hotel Group is strengthening its commitment to uphold its three pillars of Responsible Business. All Carlson Rezidor Group hotels in the Baltic's are open to new projects and initiatives which support Responsible Business policy in their daily activities.

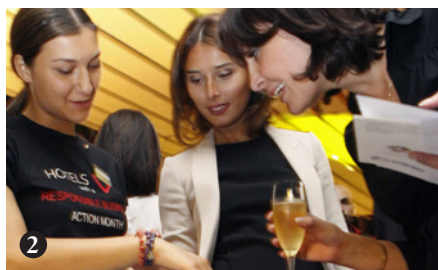


Gabi Kool, Chief Executive Officer of BalticMiles



Poster from the BalticMiles – Rezidor donation campaign





### September 2012: Rezidor's Most Successful Responsible Business Action Month Ever

In September each year – Responsible Business Action Month (RBAM) – our hotels give extra focus to community activities. At Rezidor, 2012 marked the ninth anniversary of RBAM, with 265 hotels (80% of the total) participating. RBAM is now a global initiative and is run in coordination with Carlson Rezidor hotels in the Americas and Asia-Pacific.

This year our hotels showed they are Hotels with a Heart. Close to 460 projects were launched in 265 communities. In total EUR 473,483 was raised for Childhood and various other projects.

Many of our hotels donate volunteer time to local charities during the year and especially in RBAM. In 2012, employees from 224 hotels donated their time and skills. In total they contributed the equivalent of 2,300 working days. As well as time, goods are also donated during RBAM. Through our Middle Eastern campaign – The Box Appeal – Rezidor donated over EUR 300,000 worth of goods.

Highlights of RBAM 2012 included:

1. Carlson Rezidor organised the first Walk the World for Childhood fundraising fun walk. On 29 and 30 September 2012, staff from 44 Rezidor hotels walked almost 2,700 kilometres (km) and climbed 25,000 stairs for Childhood.
2. Bracelets for Childhood. Throughout 2012, our hotels were encouraged to sell bracelets made by non-profit organisation Bead for Life in aid of Childhood. Half of the donation goes to Childhood. The other half goes to the Ugandan ladies who produce the bracelets to provide them with income, food, medicine, school fees – and hope.
3. All of our Stockholm hotels collaborated to launch the Swedish premiere of 'Not My Life', a documentary about slavery and child-trafficking in our time. HRH Princess Victoria and the film's director, Robert Bilheimer, honoured the event with their presence. The 200 attendees were very impressed by the seriousness of the issue and the work Carlson Rezidor is doing to protect children. The screening also raised a wonderful amount for the World Childhood Foundation.
4. The Radisson Blu Port Elisabeth held a charity weekend with more than 1,500 people participating in various activities. The weekend raised EUR 6,000 to help finance drinking water facilities for the 8,000 inhabitants of the Missionvale community.
5. For the fifth year, our hotels in the Middle East organised The Box Appeal. As in previous years, the hugely successful campaign ran in three countries until the end of October. Radisson Blu and Park Inn by Radisson hotels distributed 13,000 boxes filled with necessities to local construction workers and people in need.
6. The Radisson Hotel, Astana raised a record EUR 61,133 for SOS Children's Village in Astana, the capital of Kazakhstan, at a high-class charity event. Founded in 2000, SOS Children's Village Astana raises 80 children left without parental care. The village is the second of its type in Kazakhstan. The hotel added another EUR 60,000 through the organization of a hugely successful Christmas market.

# Rezidor Hotels sweep the Globe with World Cleanup 2012

Illegal garbage is a global issue: there are an estimated 100 million tonnes of garbage lying around the world. Waste is everywhere – in our cities, beaches, oceans and forests. With the Carlson Rezidor Hotel Group being the official partner of World Cleanup 2012, our hotels came together to wipe their local surroundings clean.

The Carlson Rezidor Hotel Group is a global leading partner of World Cleanup 2012 – 2,000 employees from 91 Carlson Rezidor hotels worldwide participated in local cleanups during the event. Worldwide, Carlson Rezidor cleanup teams collected close to 135,000 litres of waste in 33 countries.

Nearly 1,300 employees from 41 Rezidor hotels were involved in local cleanups. Together, the Rezidor teams collected 100,000 litres of waste, recycling as much as possible.

While there are too many examples to mention, some highlights include:

- Our hotels in the Middle East held an impressive cleaning drive during the Rio+20 summit. Teams from the Radisson Blu Hotel, Riyadh,

the Radisson Blu Resort Tala Bay, the Radisson Blu and Park Inn by Radisson Abu Dhabi, the Radisson Royal Hotel in Dubai and the Radisson Blu Cairo Heliopolis removed 6,900 litres of garbage from local streets.

- Staff from the Radisson Blu Hotel Tripoli cleaned-up the surrounding streets after the revolution in January.
- The Radisson Blu Hotel, Beijing continued its yearly tradition of Cleaning up the Great Wall. A team from the hotel cleaned a neglected section of the wall.
- In Russia, our hotels were strongly committed. Our five properties in Moscow collected 3,000 litres of rubbish in a forest in the Moscow region. Staff at the Park Inn by Radisson

Pulkovskaya St Petersburg, together with members of the public and World Cleanup organisers, collected a massive 13,000 litres of waste in a park! Three other hotels in St Petersburg cleaned a city garden, collecting 8,000 litres of waste.

- Seven of our Swiss hotels worked together to clean the city of Basel, receiving cleaning tools from the City of Basel.

Our successful partnership with World Cleanup continues in 2013. This year the global action in 96 countries includes a cleanup of the Mediterranean Sea and surrounding countries.



World Cleanup team from the Radisson Blu Hotel Madrid Prado





### The Code 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 company resources
9. We think of safety at all times
10. We take care of the Earth.

### Ethical Responsibility

In 2012 and 2013, Rezidor was yet again and for the fourth consecutive year named 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. Ethical companies are 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 Leadership; Executive Leadership and Tone from the Top;

### Subsidies for energy saving investments in South Africa

In 2012 the Radisson Blu Hotel Sandton reduced energy use by 25% by changing all 12 volt down-lights to LEDs. In total the technical team changed 3,834 light bulbs in the lobby, guest corridors, restaurants, back-of-house and guestrooms. Through a partnership with the local energy provider, Eskom, half of the project was subsidised. The total investment for the hotel came to approximately EUR 40,000.

Legal, Regulatory and Reputation Track Record; and Internal Systems and Ethics/ Compliance Programme. The highest scoring companies in each industry became the 2012 World's Most Ethical Companies. For more information go to [www.ethisphere.com](http://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 2012, Rezidor rolled-out an updated Code of Business Ethics. It now incorporates specifications from the US Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act.

A Bribery Act e-learning module was also developed in 2012. It is now ready for roll-out to all general managers and heads of department.

Our Bribery Act e-learning programme provides participants with the opportunity to understand our company policies and procedures. After the training, employees know how to correctly respond to any bribery related issues in accordance with

the Bribery Act. The aim of this course is to educate individuals about the Bribery Act and the consequences for Rezidor if we do not apply its provisions properly. At the end of the training participants undergo an assessment using real-life cases.

The second pillar of ethics in Rezidor is [www.rezidorethics.com](http://www.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](http://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 or significant financial subsidies from governmental organisations in the countries where we operate hotels. However, many of our hotels have received subsidies or tax relief for their Think Planet environmental investments. This has occurred in France, Norway, South Africa and the UK.

### Protecting the World's Children

Rezidor's majority shareholder Carlson was the first hospitality group in the world to sign 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 338 properties. 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. In 2012, 89% 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.

#### 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.



**Observe  
and Report.**

By abusing our  
children, sex tourists  
abuse our future.

**Report** any child pornography in rooms or suspicious activity in the hotel to:

\_\_\_\_\_

**responsible business**

One of the posters creating employee awareness on Child Protection in Rezidor Hotels

# Two Wheels Can Make a Lot of Money – Rezidor’s UK and Ireland Hotels Raise Over EUR 33,000 in 2012

2012 was definitely the year of the bike when it came to fundraising in the UK and Ireland. It started in May when 150 team members from 31 Rezidor properties in the UK joined forces for the UK Bike Relay. The team cycled over 2,000 km to raise money for good causes.

The team members from the Park Inn by Radisson and Radisson Blu hotels were accompanied by a team from Rezidor’s head office in Brussels. Over 15 days they battled heavy rain, gale-force winds and some of the steepest hills imaginable to complete this epic journey from the north of Scotland to the south of England.

In September the baton was passed over the Irish Sea to Cavan where a courageous employee from the Radisson Blu Farnham Estate set off on a gruelling 1,000 km cycle ride. Darren

Rubotham, Chef d’Parti at the hotel was supported by colleagues from a number of Rezidor properties in Ireland.

Rubotham completed the entire journey, which he dubbed ‘The Blu Route’, over six days. Team members from the other hotels joined him on some legs of the journey. The Blu Route visited all 13 Rezidor hotels in Ireland.

The combined initiatives raised just over EUR 33,000 for good causes and proved to be a great team-building exercise.

Various employees who participated in the cycling event commented:

“The 225 km cycle over the Pennines was a gruelling task, especially as the weather conditions weren’t on our side. But we all made it in one piece and in a great time of 15 hours!”

“We had a great time on the cycle challenge, managed the whole relay in one day which was awesome! The whole team is very proud and tired today, sitting down is sore!!!”



Park Inn by Radisson Telford team members, ready for the Bike Relay



# Summary of Progress

Responsible Business Indicators	2012 Result	2011 Result	
<b>EMPLOYEES</b>			
<b>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.</b>			
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	86.5%	86.7%	↓
Percentage of hotels that have made information on rezidorethics.com available to employees	97%	97%	→
<b>CUSTOMERS</b>			
<b>We inform and make it easy for our guests to participate in the Responsible Business activities at our hotels. We provide a healthy environment and offer healthy, nutritious, organic and Fairtrade food and beverages.</b>			
Third party eco-labels (% of all Rezidor hotels)	65%	55%	↗
Responsible Business page on hotel website (% of all Rezidor hotels)	70%	76%	↓
Provide refillable amenity dispensers in public washrooms (% of all Rezidor hotels)	94%	92%	↗
Facilities for waste sorting by guests (% of all Rezidor hotels)	39%	39%	→
Percentage of hotel rooms that are non-smoking	87%	85%	↗
Percentage of non-smoking hotels (guest rooms and public spaces)	54%	48%	↗
<b>PROPERTY OWNERS</b>			
<b>We work together with property owners to find innovative solutions that satisfy our economic, environmental and social objectives.</b>			
Number of hotel owners informed about the Responsible Business programme and hotel activities	97%	94%	↗
<b>SHAREHOLDERS</b>			
<b>We provide shareholders and investors with timely, accurate and transparent information on Responsible Business related risks and opportunities.</b>			
Percentage of hotels informing their property owner about the Responsible Business Programme and achievements	97%	94%	↗
<b>SUPPLIERS</b>			
<b>We purchase products that have a reduced environmental impact during their life cycle, from suppliers that demonstrate environmental and social responsibility.</b>			
Percentage of hotels sharing Rezidor Supplier Code of Conduct with their suppliers	79%	75%	↗
Percentage of hotels which request or provide advice on how suppliers can improve their environmental, social or ethical performance	28%	38%	↓
Serve organic-certified food items (% of all Rezidor hotels)	55%	49%	↗
Serve Fairtrade-certified products	47%	52%	↓
<b>AUTHORITIES</b>			
<b>We require our managers to abide by local and international legislation, especially regarding labour laws, health and safety, human rights and the environment.</b>			
Zero breaches to Responsible Business legislation (environment, anti-bribery)	0 breaches	0 breaches	→



Responsible Business Indicators	2012 Result	2011 Result	
<b>COMMUNITY</b>			
<b>We take an active role in the international Responsible Business community, and contribute to the local communities where we operate.</b>			
Amount of money raised for corporate and local charities			
• World Childhood Foundation (in EUR)	76,966	60,000	↗
• Local charities (in EUR)	396,517	315,000	↗
Number of hotels participating in Responsible Business Action Month in September 2012			
	265	256	↗
<b>ENVIRONMENT</b>			
<b>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.</b>			
Reduction in energy use (kWh/m <sup>2</sup> )			
	-1.6%	1.4%	
Reduction in energy use (kWh/occupied room)			
	-3.2%	-16.7%	
CO <sub>2</sub> -equivalent emissions/guest-night (GN)			
	-9.4%	-6%	
Water usage (litres/GN)			
	-5.2%	-9%	
Residual waste to landfill or incineration (kg/GN)			
	-5.2%	NA	

# 217 Eco-labelled Hotels

## **Austrian Eco-label (2)**

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

## **BREEAM (1)**

Radisson Blu Hotel, East Midlands Airport UK

## **Golden Leaf (1)**

Radisson Blu Hotel, Beijing China

## **Green Globe (2)**

Radisson Blu Resort, El Quseir  
Radisson Blu Hotel, Cottbus

## **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  
Park Inn by Radisson, Cork Airport – Silver  
Radisson Blu Hotel & Spa, Sligo – 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 (128)**

### **Austria**

Park Inn by Radisson, Linz  
Radisson Blu Palais Hotel, Vienna  
Radisson Blu Style Hotel, Vienna

### **Bahrain**

The Diplomat Radisson Blu Hotel Residence & Spa,  
Manama

### **Belgium**

Park Inn by Radisson Brussels Midi  
Park Inn by Radisson Liege Airport  
Park Inn by Radisson, Antwerp  
Park Inn by Radisson, Leuven  
Radisson Blu Astrid Hotel, Antwerp  
Radisson Blu Balmoral Hotel, Spa  
Radisson Blu EU Hotel, Brussels  
Radisson Blu Hotel, Hasselt  
Radisson Blu Palace Hotel, Spa  
Radisson Blu Park Lane Hotel, Antwerp  
Radisson Blu Royal Hotel, Brussels

### **Bulgaria**

Radisson Blu Grand Hotel, Sofia

### **Croatia**

Radisson Blu Resort, Split

### **Czech Republic**

Park Inn by Radisson, Ostrava  
Park Inn Prague  
Radisson Blu Alcron Hotel, Prague

### **Egypt**

Radisson Blu Hotel Cairo Heliopolis

### **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 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

### **Georgia**

Radisson Blu Hotel, Batumi  
Radisson Blu Iveria Hotel, Tblisi

### **Germany**

Country Inn & Suites Timmendorfer Strand  
Park Inn by Radisson Erfurt-Apfelstaedt  
Park Inn by Radisson Frankfurt Airport  
Park Inn by Radisson Luebeck  
Park Inn by Radisson Munich Frankfurter Ring  
Park Inn by Radisson Munich East  
Park Inn by Radisson Nuernberg  
Park Inn by Radisson Stuttgart  
Radisson Blu Hotel, Berlin  
Radisson Blu Hotel, Cologne  
Radisson Blu Gewandhaus Hotel, Dresden  
Radisson Blu Scandinavia Hotel, Duesseldorf  
Radisson Blu Media Harbour Hotel, Duesseldorf  
Radisson Blu Hotel, Karlsruhe

Radisson Blu Hotel, Frankfurt  
Radisson Blu Hotel, Hannover  
Radisson Blu Hotel, Hamburg  
Radisson Blu Senator Hotel, Luebeck  
Radisson Blu Resort Schloss Fleesensee  
Radisson Blu Hotel, Rostock  
Radisson Blu Schwarzer Bock Hotel, Wiesbaden  
Radisson Blu Hotel, Neubrandenburg  
Radisson Blu Hotel, Hamburg Airport

### **Jordan**

Radisson Blu Tala Bay Resort, Aqaba

### **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

### **Lebanon**

Radisson Blu Martinez Hotel, Beirut

### **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 Sobieski Hotel, Warsaw  
Radisson Blu Hotel, Gdansk  
Radisson Blu Hotel, Krakow  
Radisson Blu Hotel, Szczecin  
Radisson Blu Hotel, Wroclaw

### **Romania**

Radisson Blu Hotel, Bucharest

**Russia**

Park Inn by Radisson Nevsky, St. Petersburg  
 Park Inn by Radisson Pribaltiskaya, St. Petersburg  
 Park Inn by Radisson Pulkovskaya, St. Petersburg  
 Park Inn by Radisson Sheremetyevo Airport, Moscow  
 Park Inn by Radisson Veliky Novgorod  
 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

**Switzerland**

Park Inn by Radisson Lully  
 Park Inn by Radisson Zurich Airport  
 Radisson Blu Hotel, Basel  
 Radisson Blu Hotel, St. Gallen  
 Radisson Blu Hotel, Lucerne  
 Radisson Blu Hotel, Zurich Airport

**Turkey**

Radisson Blu Hotel, Ankara  
 Radisson Blu Bosphorus Hotel, Istanbul  
 Radisson Blu Conference & Airport Hotel, Istanbul  
 Radisson Blu Resort & Spa, Cesme

**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 (25)**

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, Durham – Gold  
 Radisson Blu Hotel, Edinburgh – Gold  
 Radisson Blu Hotel, Glasgow – Gold  
 Radisson Blu Waterfront Hotel, Jersey – Gold  
 Park Inn by Radisson Belfast – Silver  
 Park Inn by Radisson Birmingham West – Silver  
 Park Inn by Radisson Harlow – 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, Leeds – Silver  
 Radisson Blu Portman Hotel, London – Silver  
 Park Inn by Radisson Bedford – Bronze  
 Park Inn by Radisson Birmingham Walsall – Bronze  
 Radisson Blu Hotel, Birmingham – Bronze  
 Radisson Blu Hotel, Liverpool – Bronze

**Hungarian Green Hotel Award (2)**

Park Inn Sarvar  
 Radisson Blu Béke Hotel, Budapest

**ISO 14001 (1)****Germany**

Radisson Blu Resort, Rügen

**Maltese Eco-label (1)**

Radisson Blu Bay Point Resort, St. Julian's

**Nordic Swan Eco-label (40)****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**

Park Inn by Radisson Oslo  
 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 Uppsala  
 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

**Tunisian Eco-label (1)**

Radisson Blu Resort & Thalasso, Djerba



# GRI Standard Disclosures Table

AR = Rezidor Annual Report 2012 RBR = Rezidor Responsible Business Report 2012

INDICATOR ACCORDING TO GLOBAL REPORTING INITIATIVE (G3)	Page nr.
<b>1. Strategy and Analysis</b>	
1.1 Statement from the CEO	RBR 1
1.2 Description of key impacts, risks, and opportunities	RBR 3
<b>2. Organisational Profile</b>	
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 6
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	RBR 2
2.6 Nature of ownership and legal form	AR 71
2.7 Markets served	RBR 2
2.8 Scale of the reporting organisation	RBR 2, AR 6–11
2.9 Significant changes during the reporting period regarding size, structure, or ownership	AR 6–11, AR 71
2.10 Awards received in the reporting period	RBR 1
<b>3. Report Parameters Report Profile</b>	
3.1 Reporting period	
3.2 Date of most recent previous report	RBR, TOC page
3.3 Reporting cycle	
3.4 Contact point for questions regarding the report or its contents	RBR back cover
<b>Report Scope and Boundary</b>	
3.5 Process for defining report content, including:	
• Determining materiality	
• Prioritising topics within the report; and	RBR 3
• Identifying stakeholders the organisation expects to use the report	
3.6 Boundary of the report	RBR, TOC page
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 6–11, AR 71
3.10 Explanation of the effect of any re-statements of information provided in earlier reports	RBR 7
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	AR 6–11
3.12 Table identifying the location of the Standard Disclosures in the report	RBR 35

<b>4. Governance, Commitments, and Engagement</b>	
<b>Governance</b>	
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 81–89
4.2 Indicate whether the Chair of the highest governance body is also an executive officer	
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	
<b>Stakeholder Engagement</b>	
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	
<b>5 Performance Indicators</b>	
<b>Economic</b>	
<b>Aspect: Economic Performance</b>	
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 4 RBR 26
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 27
<b>Aspect: Indirect Economic Impacts Core</b>	
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	RBR 24–25
<b>Aspect: Energy</b>	
EN3 Direct energy consumption by primary energy source	RBR 8
EN5 Energy saved due to conservation and efficiency improvements	RBR 8
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 8–11
<b>Aspect: Emissions, Effluents, and Waste</b>	
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved	RBR 8–11
<b>Aspect: Employment</b>	
<b>Aspect: Training and Education</b>	
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	RBR 20–22
LA12 Percentage of employees receiving regular performance and career development reviews	RBR 20
<b>Human Rights Performance Indicators</b>	
<b>Aspect: Investment and Procurement Practices</b>	
HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	RBR 15, RBR 27
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 28

<b>Society Performance Indicators</b>		
<b>Aspect: Corruption</b>		
S03	Percentage of employees trained in organization's anti-corruption policies and procedures	RBR 27
S04	Actions taken in response to incidents of corruption	RBR 27
<b>Aspect: Public Policy</b>		
S05	Public policy positions and participation in public policy development and lobbying	RBR 27
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	RBR 27
<b>Aspect: Compliance Core</b>		
S08	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	RBR 27
<b>Product Responsibility Performance Indicators</b>		
<b>Aspect : Product and Service Labelling</b>		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	RBR 7



# Global Compact Compliance

<b>Human Rights</b>	<b>Rezidor Systems and Processes</b>
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	Code of Business Ethics Living & Leading Responsible Business training Employee Handbook – Why Booklet Supplier Code of Conduct Bribery Act e-learning
Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	Code of Business Ethics My Rights @ Rezidor www.rezidorethics.com Policy on the Facilitation of Prostitution Supplier Code of Conduct
<b>Labour</b>	<b>Rezidor Systems and Processes</b>
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	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.	Code of Business Ethics Supplier Code of Conduct
Principle 5: Businesses should support the effective abolition of child labour.	Code of Business Ethics ECPAT Code of Conduct Supplier Code of Conduct
Principle 6: Businesses should support the elimination of discrimination in respect to employment and occupation.	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
<b>Environment</b>	<b>Rezidor Systems and Processes</b>
Principle 7: Businesses should support a precautionary approach to environmental challenges.	Responsible Business Policy Responsible Construction and Renovation Guidelines Environmental reporting and targets Think Planet programme
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	Global Compact Caring for Climate Responsible Business Policy Responsible Construction and Renovation Guidelines Think Planet tools 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.	Responsible Construction and Renovation Guidelines Think Planet tools and guest-facing communication Club Carlson Carbon Neutral Meetings
<b>Anti Corruption</b>	<b>Rezidor Systems and Processes</b>
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Operational and Financial Risk Mapping Global Information Security Policy Code of Business Ethics and anti-bribery training Internal Audit Supplier Code of Conduct

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The Rezidor Hotel Group is one of the fastest growing hotel companies in the world and a member of the Carlson Rezidor Hotel Group. The group features a portfolio of more than 430 hotels in operation and under development with 95,000 rooms in 76 countries.

Rezidor operates the brands **Radisson Blu** and **Park Inn by Radisson** in Europe, the Middle East and Africa (EMEA), along with the Club Carlson loyalty programme for frequent hotel guests. Under a worldwide licence agreement with the iconic Italian fashion house Missoni, Rezidor operates and develops the lifestyle brand **Hotel Missoni**. Following a Strategic Alliance Agreement with Regent Hotels & Resorts in September 2012, Rezidor also develops and operates new Regent Hotels in EMEA.

In November 2006, Rezidor was listed on the Stockholm Stock Exchange. Carlson, a privately held, global hospitality and travel company, based in Minneapolis (USA), is the majority shareholder.

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 2012 for the third consecutive year.

The corporate office of the Rezidor Hotel Group is based in Brussels, Belgium.  
For more information visit [www.rezidor.com](http://www.rezidor.com)

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

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