

THIS IS

HOW

WE DO BUSINESS

MESSAGE

FROM THE PRESIDENT AND CEO

2009 was doubly celebratory for Rezidor, representing 50 years since the opening of our first hotel – the legendary (Radisson Blu) Hotel Royal in Copenhagen – and 20 years since the launch of our first environmental policy. Our company’s conscientious Scandinavian heritage means we have long taken into account our environmental and social responsibility and we have kept this approach as we expanded across Europe, the Middle East and Africa.

And we have maintained momentum during the difficult times too – launching the Responsible Business Manual in March; endorsing the Global Compact’s “Caring for Climate” initiative in June; achieving 27 more eco-labels over the last year; and substantially improving our performance with regard to energy, water and waste once again.

We can be proud of these results and of our Responsible Business programme’s unique and wide scope: taking responsibility for the health and safety of employees and customers; respecting social and ethical issues in the company, as well as in the community; and reducing the negative impact on the environment. In addition the programme stands out from the crowd in that it is in place across each of our brands and throughout all the regions where Rezidor is present.

The demands on a responsible business are ever changing, as the economic crises take their toll and demands from our diverse stakeholders become increasingly sophisticated. We look forward to embracing this challenge and reaping the benefits of our pro-active efforts by being able to provide world-class responsible hospitality.



Kurt Ritter, President and CEO

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RESPONSIBLE BUSINESS PERFORMANCE INDICATORS

	2009	2008	2007
Energy/m ² (kWh) Radisson Blu	279	292	308
Energy/m ² (kWh) Park Inn	290	308	350
Water/ Guest Night (litres) Radisson Blu	415	461	475
Water/ Guest Night (litres) Park Inn	358	375	403
Waste/ Guest Night (kg) Radisson Blu	1.69	1.70	1.74
Waste/ Guest Night (kg) Park Inn	1.51	1.77	2.16
Climate Analysis Employee Satisfaction score	85.8	85.1	85.1
Average 3T Monitor Safety and Security self-audit score	93.7	92.3	91.4



Kurt Ritter, President and CEO, and Sarah Rooney, Manager Responsible Business, presenting Harriet Koopman, General Manager of the Radisson Blu Hotel, Amsterdam Airport, with the 2009 Responsible Business Award.

RESPONSIBLE BUSINESS AWARD WINNER

The Rezidor Hotel Group Responsible Business Award is presented to the hotel which has excelled in social and environmental sustainability throughout the year. Selection criteria include third-party environmental certification, participation in Responsible Business Action Month, consumption reductions and innovation. For 2009, Radisson Blu Hotel, Amsterdam Airport was deemed the worthy winner.

This year the hotel achieved the prestigious Green Key eco-label Gold for their outstanding environmental efforts. Employees at this property are fully immersed in the Responsible

Business spirit from the moment they join the hotel when they are shown a short film made by the Responsible Business team describing the environmental and social projects and achievements of the hotel. The staff canteen serves healthy food and five fit employees including General Manager Harriet Koopman joined teams from the other Benelux properties in the Brussels 20km race in May in aid of World Childhood Foundation. Indeed Harriet is a true Responsible Business ambassador. She herself is the Responsible Business Trainer at her hotel and was recently appointed Regional Responsible Business

Coordinator for the region. She regularly presents and guest lectures on Responsible Business.

Guests too cannot miss Responsible Business in action at this hotel. An up-to-date information stand takes pride of place in the hotel lobby while the reception team sells "Kika" bears in aid of a children's cancer charity. Fair trade coffee and chocolate are also served. In addition, the hotel also cooperates closely with a children's home, Leefkringhuis, throughout the year assisting with birthday, Easter and Christmas parties, redecoration and providing supplies when needed.

ABOUT THE REPORT

The purpose of this Responsible Business Report, in combination with the Rezidor 2009 Annual Report, is to help shareholders and other key stakeholders to value, assess and understand the operations of The Rezidor Hotel Group.

We have an ongoing dialogue with our stakeholders and we report what we consider to be of particular interest to those we deem key: employees, customers, property owners, shareholders, suppliers, authorities, community and environment. Thus the Rezidor 2009 Responsible Business Report describes the most material and relevant sustainability aspects of our operations, not the full range of actions and data.

REPORT CONTENT

This Responsible Business Report is in line with the Global Reporting Initiative's (GRI) G3 guidelines, self-declaring C level. Aligning our sustainability reporting to GRI allows us to measure performance, achieve transparency and facilitate international comparability. The GRI guidelines are the most widely accepted and used standards for sustainability reporting and are applied by more than 1,000 companies around the world.

SCOPE AND BOUNDARIES OF THE REPORT

Rezidor has limited the reporting boundaries to areas in which the company has full control over data collection and information quality. Downstream impacts are generally excluded – as we do not at present dispose of reliable tools to measure these. The numerical data specified in this report refers to the year 2009, unless otherwise stated. Monthly environmental reporting and the annual Status Report, compiled by the management team at each hotel, form the foundation for Rezidor's Responsible Business reporting. The reporting is based on year-end figures, meaning that all hotels in operation by December 31st were asked to report. Consequently, some hotels report full-year data, while properties that opened during 2009, report only for the months they were in operation. Hotels that discontinued operations with Rezidor during the year are not included. During 2009, 30 hotels came into operation under managed and leased agreements, as well as 6 hotels under franchised agreements. Meanwhile, 6 managed or leased hotels left the system in 2009.

Due to the fact that the reporting base changes from year to year, we use key performance indicators which are based on surface area (m²) or occupancy (guest nights) as these are the dominating factors affecting energy use, water consumption and waste generation. This also allows us to report our performance in a fair and transparent manner from year to year.

The scope of this report covers Rezidor as a group, providing examples from operations regardless of brand. This means that the consolidated performance data includes managed and leased hotels in operation for the following brands:

Radisson Blu – 148 hotels (34,675 rooms)

Park Inn – 57 hotels (11,316 rooms)

Country Inn – 1 hotel (93 rooms)

Hotel Missoni – 1 hotel (136 rooms)

Regent – 3 hotels (554 rooms)

Total – 209 hotels (46,638 rooms)

Hotels under franchise agreements, which currently number 74 hotels (13,738 rooms) and unbranded properties (2 hotels; 134 rooms) are not included in the consolidated performance data. Neither are sales offices and staff functions. It should, however, be noted that the Responsible Business programme is encouraged at all hotels, including franchised properties, and corporate offices. For 2009, 43% of franchised hotels completed the Responsible Business Status Report. 24% completed the monthly Environmental Report with many more submitting their data at year-end for benchmarking and carbon emission calculations.

Due to the small number of hotels operated under the Regent (3), Country Inn & Suites (1) and Hotel Missoni (1) during 2009, data from these hotels is limited, while the focus is on Radisson Blu and Park Inn.

ROUTINES FOR MONITORING

Hotels are asked to report their Responsible Business performance in two different reports. Overall compliance with, and progress towards, the 15 objectives of the Responsible Business programme (see page 20) is assessed through the annual Responsible Business Status Report questionnaire.

The Status Report is an internet-based database managed by an external consultant (also available through Rezidor's intranet), and contains 58 questions touching on all relevant areas of the Responsible Business programme. The questionnaire used is inspired by the UN Global Compact and the Global Reporting Initiative guidelines. Environmental performance data (e.g. energy, water and waste) is collected on a monthly basis through an Excel based database linked to Rezidor's comprehensive accounting and financial system. The data requested has expanded slightly since the launch in 2002, while the reporting periods have also been adjusted over the years. Data is checked internally before consolidation with hotels asked to justify or explain significant deviations.

Reporting is mandatory for managed and leased hotels and in 2009, 100% of these hotels responded to the Responsible Business Status Report and reported their environmental performance. Moreover, at year-end 80% of hotels had a Responsible Business specific Action Plan in place for 2010. These Responsible Business Action Plans are updated yearly. At the same time, 84% of the hotels have also incorporated Responsible Business related targets into their overall Business Plan.

PERIODICITY

Rezidor's Responsible Business Reports are published annually in conjunction with the Annual Report. The last Rezidor Annual & Sustainability Report for 2008 was published in March 2009.

ACCOUNTING PRINCIPLES AND VERIFICATION

Financial data presented in the Responsible Business Report is derived from audited annual accounts. For all external reporting, currencies are converted into Euro. Accounting principles for financial reporting, as well as the conversion rates used, are stated in Rezidor's 2009 Annual Report. The Responsible Business Report has not been independently reviewed by auditors or any other third party.

RESPONSIBLE BUSINESS STRATEGY

RESPONSIBLE BUSINESS AND SOCIETY

In the year 2000 Kofi Annan, former Secretary-General of the United Nations, stated “Business is not divorced from the rest of society. The two are interdependent and it must be ensured, through mutual understanding and responsible behavior, that business’s role in building a better future is recognised and encouraged by society.”

Indeed over the last decade, interest in the role of businesses in society has grown exponentially. Issues such as child labour, fair trade and climate change are of such magnitude that they are now of global concern. Because businesses are dependent on natural and human resources, this obliges them to take responsibility for the consequences of their actions as well as to make contributions to the societies of which they are a part. Business corporations throughout the world today recognise this relationship, and that being responsible makes good business sense contributing to decreased risks, operational savings and customer preference.

At Rezidor, we have created the Responsible Business programme because we believe it is our personal and professional respon-

sibility to make things happen –following our core philosophy, “Yes I Can!”. Without taking that responsibility we cannot make a difference or sustain long-term profitability.

VISION AND STRATEGY: TAKING A LEADING ROLE

Rezidor took the lead in establishing its first environmental policy 20 years ago and again with the Responsible Business programme as we now know it. Rezidor continues to take a leadership role in the international hospitality industry; sharing our experience for the greater good, and strives to achieve recognition and to reap the economic benefits of this leading position. Thus Responsible Business issues are treated in the same way as any other important strategic business issue at Rezidor; this aspect is fully integrated into the overall governance of the company. The Responsible Business programme is anchored in the core business and touches upon the work routines of all employees with the ultimate responsibility for Responsible Business lying with the Executive Committee at corporate level and General Managers at hotel level. Moreover, the programme is continuously updated and developed, and work with Responsible

Business is carefully measured and closely monitored so as to spur continuous improvements.

In 2008, Rezidor was one of the first international hotel groups to sign the United Nations Global Compact, the world’s largest voluntary corporate responsibility initiative. The company’s longstanding Responsible Business programme meant Rezidor was already well-prepared to align its operations with the ten universally accepted principles of the Global Compact in the areas of human rights, labour, environment and anticorruption. In June 2009, we endorsed the Global Compact’s “Caring for Climate” initiative, thus reinforcing our commitment to the further development of corporate strategies and practices to mitigate climate change. During 2009, Rezidor was also part of the consultative group for the World Economic Forum’s “Towards a Low Carbon Travel & Tourism Report”, and presented this report at the World Business Summit on Climate Change in Copenhagen in May. In November Rezidor celebrated World Responsible Tourism Day and was proud to be an official supporter of this international event.

Responsible Business History

1989

- First environmental policy driven by SAS Group

1996

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

2001

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

2003

- Launch of Hotels Environment Action Month (now Responsible Business Action Month) – 89 hotels participated
- 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 IHEL Executive Committee

2004

- Awarded “Worldwide Hospitality Award for Environmental Protection”
- Development of internet based database for environmental legislation with self-audit and quarterly updates
- Carlson Companies signs ECPAT Code of Conduct against sexual exploitation of children

2005

- First Rezidor Responsible Business Award given to Radisson SAS St

Helen’s Hotel, Dublin, at Annual General Manager conference

2006

- Awarded HOFTEL Owner-Friendly Innovation of the Year

2007

- Launch of Responsible Business Best Practice database
- World Childhood Foundation becomes corporate charity organisation
- Rezidor is first hotel group to offer all guests carbon offsetting

2008

- Roll-out of new Living and Leading Responsible Business training for all employees
- Tripled the number of eco-labelled hotels
- Launch of rezidorethics.com
- Signed up to the United Nations Global Compact

IMPACTS, RISKS AND OPPORTUNITIES



Despite current challenges, the travel and tourism sector remains a critical economic sector worldwide and one that provides significant potential for economic growth and development internationally. According to the World Travel & Tourism Council (WTTC), the global travel and tourism industry supported 77.2 million jobs on a direct basis in 2009 and contributed just over 9% of the global gross domestic product. A growing national travel and tourism sector contributes to employment, raises national income, and can improve a country's balance of payments. The sector is thus an important driver of growth and prosperity and, particularly within developing countries, it can play a leading role in poverty reduction.

Thus it is clear that an industry of this size has a considerable impact on economic, social and environmental conditions around the world. The hospitality industry also faces a plethora of issues, risks and challenges related to sustainability. These include addressing climate change and resource consumption, minimising generation of waste, and attracting and retaining high-performing employees. Rezidor handles risks through the Responsible Business and Safety and Security programmes while the framework for managing operational risks is presented in the Annual Report.

The industry must also respond to sustainability-related expectations expressed by customers and the local and global communities. Finally, and increasingly in today's business climate, comprehensive

management of health and safety, ethics, corporate governance and a socially and environmentally responsible supply chain have become ever more important priorities. The Rezidor Hotel Group believes the above non-financial issues ultimately impact profitability.

Fully aligned with the company's core business objectives, Rezidor's Responsible Business programme was instated to increase awareness and readiness to handle risks and reduce costs, but also as a means to capture opportunities in the process of achieving the goal of being an industry leader with solid long-term profitability. There are many ways to run a hotel business – which in turn impact on how a hotel operator can manage risk and take advantage of opportunities related to sustainability. Rezidor's business model which entails operating hotels but not owning the properties, sometimes limits the actions the company can take. But by and large Rezidor is able to control the key issues pertaining to sustainability as the following pages demonstrate.

RESPONSIBLE BUSINESS DURING A FINANCIAL CRISIS

Albert Einstein once said, we can't solve problems by using the same kind of thinking we used when we created them and the current global financial crisis certainly underscores the need for a new way of thinking. In today's interconnected global economy, the long-term value and success of business are inextricably linked to the integration of en-

vironmental, social and governance issues into corporate management and operations. It is impossible to fully consider the global economic crisis without also looking at the challenges of climate change, water scarcity, resource depletion and extreme poverty. Economic concerns cannot be addressed in isolation from social and environmental concerns as these crises are all symptoms of a larger global system that is out of balance.

Indeed the process of taking a long hard look at our operations that often accompanies recession encourages firms to become more strategic; to look at campaigns and strategies that deliver real benefits rather than a number of tactical activities that have limited reach. Moreover, Responsible Business focuses on efficiency through activities such as energy and water conservation and thus ultimately saves money. The need for sustainable development has never been greater and Rezidor is proud to have maintained momentum with its Responsible Business efforts during 2009. Indeed we hope to benefit from our continued work – A.T. Kearney consultants recently reported that companies that focussed on sustainability have outperformed their peers by 15% during the financial crisis.

This outlook is also reflected by an evolution in shareholder perspective as the company observes an increasing number of institutional investors adopting Socially Responsible Investment (SRI) into their internal and external operations in response to the global financial crisis. A 2009 UN Environment Programme Finance Initiative and the UN Global Compact report also reveal that an increasing number of mainstream asset owners, investment managers and professional service partners are signing up to the Principles for Responsible Investment (PRI).

At the same time, our customers' interest in Responsible Business issues remains high despite the downturn as we continue to receive increasingly detailed Requests for Proposals demanding information on our environmental and ethical credentials. Like Rezidor, many of our corporate customers are determined to maintain their responsible attitude even during difficult times.

CLIMATE CHANGE

The UN World Tourism Organisation estimates that Travel and Tourism, excluding aviation, was responsible for about 3% of global greenhouse gas emissions in

2009 and that this will grow at 2.5% per year until 2035. However it is important to acknowledge that although the sector contributes to climate change, it also faces risks due to climate change. If the industry fails to reduce carbon dioxide emissions, the rate of travel may decrease significantly over time as a result of legislative pressures (for example carbon taxes) resulting in increased travel costs, or through voluntary actions of customers to limit travel. There are also risks related to more specific impacts of climate change – for example disrupted travel patterns or damage to hotel properties due to severe weather events such as storms or flooding. Some locations may face geographically specific risks that could affect the safe and profitable operation of hotels. The effects on earnings and risk as a quantitative measure are difficult to estimate to date but the company is doing what it can to limit environmental impact and vulnerabilities to climate change and resource consumption issues.

By signing the UN Global Compact and the Caring for Climate initiative, Rezidor has further committed to promote greater environmental responsibility. Rezidor continually monitors developments through active participation in environmental and industry forums. Employees are informed and engaged in climate change mitigation efforts through our internal awareness and training programmes, Living Responsible Business and Leading Responsible Business.

RESOURCE CONSUMPTION

Rezidor hotels’ consumption of resources such as energy and water and the disposal of garbage impact on the natural environment in terms of resource depletion and the generation of emissions and waste. Naturally these elements also impact operational costs. The company has measured resource consumption and associated costs for many years – and these metrics provide the backbone of Rezidor’s environmental management framework. During 2009 Rezidor launched the first phase of the Regional Engineering structure in France and the UK. This new structure aims to capitalise on re-

gional synergies and to have a direct impact on the bottom line as a result of improved operational efficiency.

One of the key roles of the Responsible Business teams in the hotels is to collaborate with the Engineering Departments and the Regional Engineering structure to continuously strive for more efficient natural resource use. This contributes to the reduction of operational costs – and the mitigation of environmental risks – along with the reduction of associated legal, insurance and financial expenses. As the graphs on page 13 demonstrate, the company is progressing in the desired direction as Rezidor has yet again achieved substantial reductions across energy, water and waste key performance indicators.

MANAGING SUSTAINABILITY IN THE SUPPLY CHAIN

Rezidor’s central purchasing programme (RezPIN) is an online market platform which allows registered buyers and suppliers to exchange information about products needed and offered. In this way the corporate Purchasing Services Department can provide different business units with information about best quality products at suitable prices. The programme creates a win-win situation for both buyers and sellers, as it leads to reduced transaction costs. In addition RezPIN ensures that contracted suppliers are in line with Rezidor’s Responsible Business philosophy and brand standards. All suppliers included in the system are required to sign Rezidor’s Supplier Code of Conduct and have the opportunity to further profile their Responsible Business performance to hotels.

Hotels also actively engage with suppliers at local level with regard to their Responsible Business practices. In 2009, 75% of hotels provided the Rezidor Supplier Code of Conduct to their suppliers. Additionally 47% asked suppliers to complete the Rezidor Responsible Business Supplier Questionnaire. Going one step further, 64% of hotels have requested that, or provided advice as to how, suppliers improve their environmental, social or ethical performance. In addition, hotels are encouraged to use

locally produced products as well as seasonal products in particular for corporate gifts and events.

REZIDOR AS A RESPONSIBLE EMPLOYER

Rezidor has a direct and substantial effect on local communities as an employer and pur-

chaser. Taking into account all hotels, under all contract types, a total of over 35,000 employees were working under the Rezidor brands during 2009. During the last year over 4,000 jobs were created with the vast majority of employees hired from local markets. The company counts no less than 142 nationalities amongst the workforce, 56% of which is male.

Rezidor hires a diverse and relatively young workforce and tries to recruit management internally, providing training and a viable career path. Rezidor respects the rights of employees to join trade unions, pays fair wages according to industry standards and had no legal breaches with regard to labour legislation last year. Rezidor sees an opportunity in investing in its employees and strives to provide favourable working conditions to retain them. This contributes to delivering a high quality service, an important value driver and differentiator from other hotel chains and brands.

As early as 1991 The Rezidor Hotel Group started to measure employee satisfaction. An independent organisation is commissioned to conduct this annual survey entitled Climate Analysis. In 2009 the results from managed, leased and franchised hotels increased to 85.8 (out of 100) compared to 85.1 last year. Given the challenging economic situation, this result is an extraordinary achievement.

For many years Rezidor has been successful in achieving a positive effect on the bottom-line through active people management. The company offers a range of tools in order to attract and retain talented people by hiring attitude and training skills. The Management Development Programme, aims to develop, train and prepare existing or newly recruited supervisors to become Heads of Department while the Mentor Mentee programme develops Heads of Department to become General Managers. The strong focus of the company on its internal talents has a long track record of success.

SAFE AND SECURE HOTELS

At Rezidor, we acknowledge that the safety and security of our guests, employees and property is an imperative aspect of hotel operations. Maintaining the necessary levels of safety and security is dependent on the everyday actions of every employee at every level in every hotel and every Rezidor office in every country. We have a structured risk management formula entitled TRIC=S which promotes proactive behaviour throughout the company. TRIC=S stands for Threat assessment + Risk mitigation and management + Incident response + Crisis management and communications = Safe, Secure hotels. Read more about this programme on page 17.





September is Responsible Business Action Month at Rezidor. During 2009 over 190 hotels participated – helping out in the local community, promoting health and well-being and launching efforts to reduce their environmental footprint. At the same time they raised TEUR 75 for World Childhood Foundation and over TEUR 350 for local causes.



THE RESPONSIBLE BUSINESS PROGRAMME

RESPONSIBLE BUSINESS POLICY AND STAKEHOLDER ENGAGEMENT

Rezidor's Responsible Business programme builds on the principles of sustainable development and the triple bottom-line, where all hotels shall strive to take economic, social, ethical and environmental issues into consideration when making decisions in their everyday work. The programme encompasses 3 key pillars:

- Taking responsibility for the health and safety of employees and guests
- Respecting social and ethical issues in the company, as well as in the community

- Reducing our negative impact on the environment

Rezidor's long-term success depends on the ability to understand and address the needs and concerns of those who impact or are impacted by the company's operations. As part of the Responsible Business Policy eight key stakeholders are identified: employees, customers, property owners, shareholders, suppliers and business partners, authorities, local and global communities, and the natural environment.

IDENTIFICATION AND SELECTION

As one of the fastest growing hotel companies in the world, we recognise that we have an impact on a very wide selection of stakeholders, either directly or indirectly. The basis for identifying and selecting our key stakeholders mainly relates to the extent that we influence or impact them: economically, socially and environmentally. We attempt to estimate the interdependence between Rezidor and these stakeholders and focus our efforts where we have the potential to make a difference.



Responsible Business Manual

It was with great pleasure that Rezidor launched in March 2009 the Responsible Business Manual – a new step-by-step guide on how to make Responsible Business live and breathe in any Rezidor property. It covers the very first steps that involve the appointment of a Responsible Business Coordinator, the creation of a Responsible Business Team, and the assessment of initial environmental and social performance of a hotel. It also includes information on how to organise effective Responsible Business meetings, progress with Action Plans that are tailor-made to fit each hotel, and suggestions on how to best communicate results externally and internally. In addition, once hotels have truly progressed towards the level of Responsible Business excellence, the Manual includes guidance on how hotels can receive recognition for their outstanding achievements. The Responsible Business Manual is suitable for both new and experienced Responsible Business Coordinators and is a must read for each General Manager. Rezidor is confident this Manual can make a true contribution in the current economic climate by providing a structured plan to improve Responsible Business and environmental performance and thus reduce costs, as well as guidance on achieving additional PR which may help drive revenue.



STAKEHOLDER CONCERNS AND ENGAGEMENT

Our stakeholder relations encompass a number of environmental, social and economic issues, such as efficient use of resources, limitation of emissions and waste, labour rights, workplace and guest health and safety as well as cultural heritage. Many of our stakeholders have differing expectations, and these may sometimes be contradictory. A responsible business must be able to balance these different expectations so that, within reason, all stakeholder groups feel their demands are being met. The table on the next page lists our key stakeholders and main policy objectives in relation to these. It also includes what we believe to be their expectations in relation to Rezidor.

MANAGEMENT AND ORGANISATION

For each of these stakeholders, there are a number of fixed objectives stating Rezidor's

ambitions. These objectives are realised through suggestions for actions, reinforced by performance-based targets. The Summary of Progress table from page 19 lists our key performance indicators, commitments and targets and achievements for the year 2009.

At the corporate level, key departments including Responsible Business, Human Resources and Safety and Security provide General Managers of hotels with ongoing support to implement Responsible Business practices. The Responsible Business department in turn collaborates in various areas with other key departments such as Technical Development, Sales and Marketing, Food and Beverage, Business Development and Finance to ensure Responsible Business is integrated into all aspects of Rezidor's operations.

On an operational level, hotels and General Managers are provided with several tools to better manage their social and

environmental responsibilities. Each hotel creates its own personalised Responsible Business Action Plan based on the corporate objectives. Hotel Responsible Business teams are guided by the new Responsible Business Manual as well as a continuously updated intranet that contains information about policies, reporting requirements, best practice examples, certification and awards and other useful resources.

There is also a regional framework in place for Responsible Business, supporting the hotels at a regional level and providing a liaison between the hotels and the corporate Responsible Business team. This helps ensure Responsible Business is integrated consistently across all regions; all employees are fully engaged in the programme; and the capturing of bottom-up efforts. The 14 Regional Responsible Business Coordinators meet twice a year, where they are informed about and discuss the most recent

THE RESPONSIBLE BUSINESS PROGRAMME

STAKEHOLDER	POLICY	EXPECTATIONS
Employees	We shall educate and facilitate for our employees to make a conscious decision in favour of environmental, ethical and social issues in their private and work lives.	fair and equal treatment; secure and safe working environment; training and career progress; fair pay
Customers	We shall inform and make it easy for our guests to participate in Responsible Business related activities at our hotels.	leading service; good value for money; flexible approach; environmentally responsible; good global coverage; benefits and generous loyalty programmes
Property Owners	We shall work together with property owners to find innovative solutions that satisfy our economic, environmental and social objectives.	good returns from property management; high level of security.
Shareholders	We shall provide shareholders and investors with timely, accurate and transparent information on Responsible Business related risks and opportunities.	transparent information; sound strategy and corporate governance; high return on investment; minimisation of risks
Suppliers	We shall strive to purchase products that have a reduced environmental impact during their lifecycle, from suppliers that demonstrate environmental and social responsibility.	fair and equal treatment; value-based pricing
Authorities	We require our managers to abide by local and international legislation, especially regarding labour laws, health and safety, human rights and the environment.	compliance with rules and regulations; financial contributions (taxes and fees)
Community	We shall take an active role in the international responsible business community, and contribute to the local communities where we operate.	forming an active and responsible part of society; sponsorships of projects; contribution to infrastructure; contribution to attractiveness of destination
Environment	We shall do our utmost to continuously improve our performance in the areas of energy, water, chemicals and resource consumption, and waste generation in order to reduce our negative impact on the environment.	reduced consumption of energy, water, and chemicals; resource-efficiency; biodiversity protection; minimisation of waste and emissions; responsible purchasing; sustainable transport

developments and plans for the Responsible Business programme.

During 2009 we continued the roll-out of our unique Living Responsible Business and Leading Responsible Business training modules and we aim to train each newly hired employee within 90 days of their arrival. Living Responsible Business is a 2.5 hour energetic, practical and interactive mandatory session for all employees at all levels. It aims to help participants understand our impact and how each individual can make a difference in their daily life, both at home and at work. Leading Responsible Business is an additional model targeting Heads of Departments and General Managers to ensure they lead by example and empower employees to get involved.

In addition, our General Manager Certification Programme, which is mandatory for

all General Managers includes a dedicated Responsible Business session that prepares participants for all the responsibilities to be fulfilled in order to carry out the Responsible Business programme successfully. Reporting requirements for each hotel are described in further detail in the About This Report section on page 4.

GOVERNANCE

Sustainability issues are treated in the same way as any other important strategic business issue at Rezidor; this aspect is fully integrated into the overall governance of the company. The ultimate responsibility for Responsible Business lies with the Executive Committee at corporate level and General Managers at hotel level. The Corporate Responsible Business Department reports to the Executive Committee. To read more

about Rezidor's governance, please see the Corporate Governance Report on page 56 of the Rezidor 2009 Annual Report.

From an operational standpoint it is the General Manager of the hotel that is ultimately responsible for the hotel's Responsible Business activities. To assist him or her there is an assigned Responsible Business Coordinator at each property who then establishes a Responsible Business Team consisting of employees from different functions and all levels of the organisation. The team members work with the Coordinator to review current practices, and act to achieve and audit the results of the programme. This includes ensuring that the information regarding the Responsible Business programme is disseminated to all departments of the hotel and regular reporting to Corporate Office is completed.



During 2009, Rezidor opened 36 new hotels and now has hotels in operation and under development in over 60 countries. At the same time over 4,000 jobs were created bringing the number of employees working under Rezidor brands to over 35,000. Thus Rezidor's economic impacts as a business partner and an employer are substantial.

ECONOMIC RESULTS

RESPONSIBLE BUSINESS CONTRIBUTION TO COST CONTAINMENT AND DRIVING REVENUE

We believe that non-financial issues addressed through our Responsible Business programme have a long term impact on our profitability. Implementing Responsible Business can help control costs through reduced utility consumption, for example. During 2009, training and investments in Building Management Systems, waste sorting facilities, energy savings technology as well as water conservation fittings has resulted in improved environmental performance and cost savings across the board. Please see Environmental Results for more information.

Responsible Business also helps us drive revenue. Long term sustainable profitability and growth require Rezidor's operations to be able to meet demands set by customers. These

include requirements related to environmental performance as well as social accountability and ethical behaviour. Consumer interest in companies' sustainability credentials remains strong in spite of the recession and consumers' consciences have "not been put on hold," as the Corporate Social Responsibility consultancy, Context, notes. This is mirrored by travel managers and business travelers in the United Kingdom, continental Europe and North America who according to a report by the Association of Corporate Travel Executives and KDS say "the crisis won't lessen their companies' green efforts".

Indeed the J.D. Power 2009 European Hotel Guest Satisfaction Index Study report indicated that awareness of green programmes has increased significantly and this awareness has a strong positive impact on client satisfaction. On average, satisfaction is more than 160 points higher among guests

who report being aware of their hotel's green programmes, compared with guests who are unaware of them. Responsible Business contributed to Park Inn leading the mid-scale full service segment and Radisson Blu's high ranking in the upper upscale segment.

Requests for proposals from corporate clients continue to ask increasingly detailed questions regarding environmental and ethical issues, with clients seeking to compare products before making an informed choice. Consumers are actively seeking clarity in navigating the complex subject of Responsible Business and Rezidor is working with several industry bodies and other hotel groups to facilitate this. Already Rezidor has ensured that the provision of information about the company's environmental and social profile is part of the sales and marketing process, with 83% of hotels having integrated Responsible Business into their sales presentations and

ECONOMIC RESULTS

63% of hotels sharing their Responsible Business activities on their websites.

RESPONSIBLE CONSTRUCTION AND RENOVATION

Rezidor works actively to enhance resource efficiency and to measure, monitor and reduce its carbon footprint and this requires cooperation with property owners, constructors and architects. To this end, Rezidor has created Responsible Construction and Renovation Guidelines which are used to supplement the Technical Standards.

During 2009, 48% of hotels reported that they undertook a significant environmental investment such as improved insulation, grey water recycling systems and the installation of waste compactors. As the types of investment vary substantially across hotels, Rezidor does not provide a consolidated figure for investments made.

In addition to investments in existing properties, it is important that Rezidor minimise the environmental impact and promote efficient resource use from the beginning of new projects by utilising smart design and best available technology.

OUR ECONOMIC IMPACTS

The International Tourism Partnership estimates that one job created in the tourism industry generates about one and a half additional jobs in other industries (for example restaurants, sightseeing, taxis, laundries, etc). Hotels often also help to create job opportunities and provide incomes in regions where the possibility for industrial activity is small, thus providing an opportunity for people to remain in areas with otherwise difficult employment circumstances. As the paragraphs below demonstrate, Rezidor's economic impacts as a business partner and an employer are substantial. We also contribute to community and charity initiatives both locally and globally.

GOVERNMENTAL FINANCIAL SUPPORT

The Rezidor Hotel Group receives no direct nor significant financial subsidies from governmental organisations in the countries where we operate hotels. However it is worth noting that many hotels are receiving financial assistance for Responsible Business initiatives in other forms:

- Radisson Blu Resort, El Quseir, and Radisson Blu Resort, Taba, have for a number of years received funding from the Danish International Development Agency (DANIDA) for projects that have resulted in the establishment and development of jobs, training and education of staff and local inhabitants.
- During 2009 Radisson Blu Roe Park Resort, Limavady received an interest-free loan of £28,000 from the Carbon Trust for a voltage regulator.

- Radisson Blu Hotel Basel, together with other hotels in the city has for the last 10 years participated in an Energy Group sponsored by local energy supplier IWB, and as a result of environmental investments such as a new and better insulated roof, a new heating and cooling plant and new windows; as well as achieving energy targets, receives a rebate on its energy bill.
- In 2009 Radisson Blu Hotel Stansted Airport received a grant of £ 1,500 from the British Lottery Fund as part of the Well-Being in the East project demonstrating their dedication to the health and well-being of their employees.

Responsible Business Utility Costs 2009	
	TEUR
Total Energy Costs	25,658
<i>broken down as follows:</i>	
Electricity	14,761
Oil	278
Natural Gas	2,434
District Heating	2,896
Other Energy	2,797
Water	2,492

- Radisson Blu Plaza Hotel received a grant of MNOK 1 from Oslo City Council representing 10% of the total investment for a significant energy efficiency renovation including a new heating and cooling system with air recirculation and heat recycling.

PURCHASING AND LOCAL SUPPLIERS

With more than 380 hotels in operation and under development in over 60 countries, a large proportion of our spending is directed towards locally-based suppliers. We estimate that in 2009 approximately one quarter of purchases were sourced through our central purchasing programme with the rest purchased through regional or local agreements.

LOCAL WORKFORCE AND MANAGEMENT

Rezidor has a direct and substantial effect on local communities as an employer and a purchaser. Taking into account all hotels, under all contract types, a total of over 35,000 employees were working under the Rezidor brands during 2009. During the last year over 4,000 jobs were created with the vast majority of employees hired from local markets. Personnel costs, such as wages, training and benefits, are by far the largest cost for the company, 54% amounting to MEUR 246.

INFRASTRUCTURE INVESTMENTS

Rezidor properties are highly dependent on local infrastructure and the well-being of

the surrounding areas. The development of a hotel often contributes to improved local infrastructure by bringing in economic interests which can make investments viable. It also happens that we may directly contribute to establishing and financing infrastructure when opening a new hotel, which is the case for example with leased hotels. In addition, many hotels reach out to help manage public property through clean-up programmes or to facilitate improvements through donations of money or materials.

CHARITY INITIATIVES AT LOCAL AND GLOBAL LEVEL

Throughout the year, Rezidor's hotels sponsor many charities and non-profit initiatives at local level through actions such as fund-raising assistance, training, free meeting rooms and other in-kind donations. In 2009, over 190 hotels participated in the annual Responsible Business Action Month in September when hotels are encouraged to organise environmental and community activities. The Rezidor Hotel Group is also proud to have the World Childhood Foundation (Childhood) as its international charity organisation since June 2007. Through various fund-raising activities at hotel and corporate level during the year, the company raised TEUR 75 for Childhood in 2009, thus equaling our 2008 donation. At the same time hotels have donated approximately TEUR 350 to local charitable causes.

The change to Radisson Blu meant a new image in 2009 but Rezidor made sure to find good homes for any remaining material branded with the old logo. Rezidor donated thousands of items including play houses, pens, towels, beach balls, hats and school bags to worthy projects such as children's homes, charity runs and the Danish homeless football team.

WORLD CHILDHOOD FOUNDATION

Since June 2007, Rezidor's corporate charity organisation is World Childhood Foundation – a non-profit organisation dedicated to serving the most vulnerable children in the world: street children, sexually abused and exploited children, children trafficked for sexual purposes and institutionalised children, with a particular focus on girls and young mothers. 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 a corporate citizen. As we move forward towards achieving our growth objectives, we will also continue our commitment to support children around the world and to provide them a safe home and a better childhood.

ENVIRONMENTAL RESULTS

Operating hotels involves the use of raw materials, energy and water, and results in waste generation. Rezidor's main environmental impacts are a result of energy use and the consequent contribution to climate change, in addition to the consumption of materials. During 2009 Rezidor launched the first phase of the Regional Engineering structure in France and the UK. This new structure aims to capitalise on regional synergies and to have a direct impact on the bottom line as a result of improved operational efficiency. Also in 2009 we continued to pursue third-party environmental certifications to ensure hotels are doing their utmost to reduce our environmental impacts. The focus of these certifications is on increased energy efficiency, water conservation, waste management and informing employees and guests about the Responsible Business programme.

MATERIAL USE

In order to minimise environmental impact and promote efficient resource use from the beginning of new projects, the use of smart design and best available technology is essential. To this end, Rezidor's Responsible Construction and Renovation Guidelines are used in conjunction with Technical Standards when consulting on new properties and refurbishments.

Additionally a large part of our social and environmental impacts is derived from those of our suppliers. As an international hospitality company we use a vast variety of products and the majority of our material use is in the form of products we purchase from suppliers. Controlling how and what we buy is an important part of our Responsible Business strategy. For some products where we buy large quantities and where we perceive the negative environmental impact

to be high, we have set strict environmental performance demands. Moreover, all suppliers are required to sign Rezidor's Supplier Code of Conduct and have the opportunity to further profile their Responsible Business performance to hotels through RezPIN, Rezidor's central purchasing programme online platform. Thus we try to positively influence our suppliers by providing incentives to develop environmentally sound products produced in a responsible way.

WASTE AND SPILLS

Solid wastes are generated by many activities in our hotels like food preparation, pre-packaged items consumed, guest waste, cleaning etc. We are proactively seeking to reduce our residual waste which would otherwise be sent to landfill or incineration. As part of Living Responsible Business training, employees are trained in waste management and the waste hierarchy: Reduce, Reuse, Recycle; and are empowered to make improvements where they see fit. 89% of hotels have a dedicated waste-sorting area while 70% of hotels have waste-sorting equipment on house-keeping trollies. 63% of hotels return packaging to suppliers while 38% of hotels provide waste-sorting facilities for guests in public areas. We also aim to purchase products that generate minimal waste through setting central and regional purchasing policies and avoiding disposable items as much as possible. For example 96% of hotels have refillable amenity dispensers in public washrooms.

In 2009 we saw a 1% reduction in waste per guest night at Radisson Blu properties while at Park Inn hotels the reduction was a staggering 15%. We believe these reductions were achieved mainly due to the influence of stricter waste management legislation in a number of countries, stringent recycling cri-

teria as part of environmental certifications and increased employee awareness.

Spills are marginal and not centrally reported, though discharge and chemical use is tracked and controlled. There were no significant environmental spills or leaks during 2009.

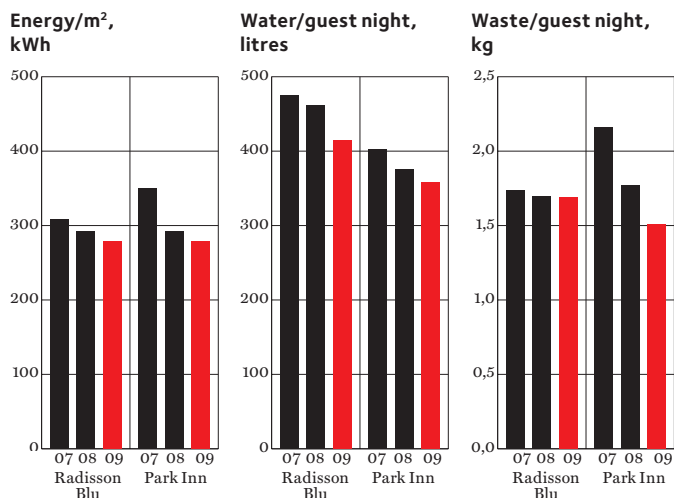
ENERGY

Our energy consumption consists of electricity, district heating and cooling, heating oil, natural gas, and LPG gas. Energy costs as a share of Rezidor's total costs is 5.6% (4.2), and during 2009 we spent TEUR 25,658 (23,771) on energy related costs for leased hotels. Thus logically a reduction in energy use was a core component of our cost cutting programme over the last year and contributed to a decrease of 4% in energy consumption per guest night at Radisson Blu properties and a decrease of 6% at Park Inn hotels.

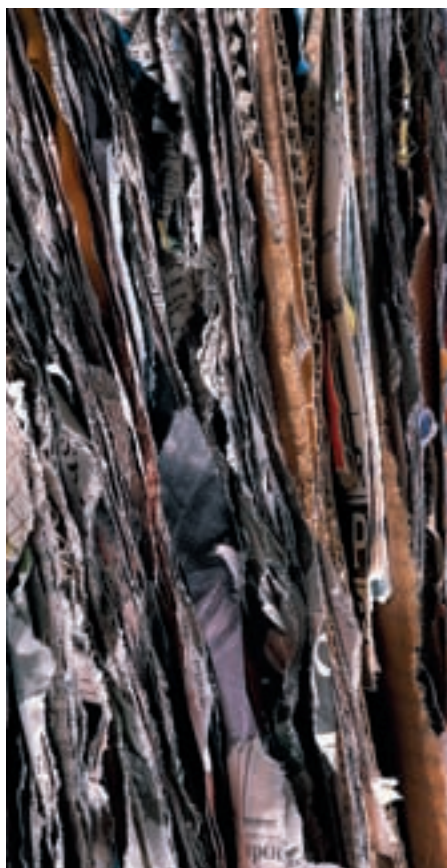
Rezidor is committed to contributing to mitigating climate change by continuously improving the energy-efficiency of our operations and by increasing the share of low-carbon energy sources. This is an important part of the role of the new Regional Engineering structure.

WATER

Reducing water consumption has a number of knock-on effects in reducing our environmental impact. Using less water means less wastewater to process and dispose of, and in the case of hot water reductions, less energy use too. Again our cost cutting programme contributed to a decrease of 10% in water consumption per guest for Radisson Blu during 2009, and 5% for Park Inn. Employee training also plays an important role in water conservation and contributed to improved and more water-efficient rou-



Responsible Business maintains momentum with significant reductions in energy, water and waste yet again in 2009



tines in housekeeping, kitchens and leisure facilities.

In addition to conserving water it is essential Rezidor manages the quality of its water discharge which can be in the form of grey water which has been used in showers and sinks and still is relatively clean; or black water which comes from toilets and is sent directly to a sewage treatment plant for processing. Rezidor can influence its water discharge in two main ways – reducing the consumption or controlling discharge of materials and products that may contaminate water, and also through reusing its grey water. Significant sources of water contamination in a hotel are chemical use in housekeeping and kitchen residue. In order to reduce cleaning chemical waste we use pre-set dosage systems for cleaning chemicals. In the kitchen area, 89% of the hotels use a fat separation device, to ensure that fat residue does not enter the water system. With regards to re-use of water, our hotels frequently use rain water and even condensation water for irrigation, while grey water systems which reuse shower and sink water to flush toilets are in place in 4% of our hotels.

EMISSIONS

Rezidor’s greenhouse gas emissions result primarily from our energy consumption (electricity use and heating/cooling) and mainly consist of carbon dioxide emissions. Due to the majority of our emissions being

linked to energy consumption, our efforts to decrease emissions are concentrated on working towards minimising energy use as well as shifting to renewable energy sources. We have calculated our emissions each year since 2006 in conjunction with the Edinburgh Centre of Carbon Management. These assessments focus on energy related emissions only, as accurate conversion factors for waste disposal or not yet widely available. Conversion factors used for energy sources are based on the World Business Council for Sustainable Development Greenhouse Gas Protocol and guidelines from the Carbon Trust.

An assessment of the greenhouse gas emissions of Rezidor’s operations was undertaken in February 2010, based on 2009 data. In 2009, emissions from electricity, natural gas, heating oil, district heating and LPG gas for the 208 properties for which Rezidor has comprehensive data amounted to 329,072 tons CO₂ equivalent. Our carbon footprint has thus increased in absolute terms which is to be expected with the large number of hotels opened last year. However if we look at emissions per room night or per guest night, both have decreased significantly during 2009 with the latter reduced by 8% from 25.57 kg to 23.65 kg. As the bulk of our emissions come from energy and in this case electricity use, our efforts to decrease emissions are concentrated on working towards energy efficiency and shifting

Eco-labels all over

Although Rezidor has been working with Responsible Business for two decades we realise the importance of having our efforts evaluated and externally verified to ensure communication of our programme is fully transparent and credible. To this end, the company launched an ambitious eco-labelling strategy in 2008 and we are proud that a further 27 properties have achieved environmental certification in 2009. The initial focus was on Radisson Blu properties and half the Radisson Blu properties have already been awarded an eco-label. Already all our Park Inn hotels in France have achieved the Green Key label and the rest of the brand will follow suit with local labels.

For the most part, regional certifications or eco-labels have been selected to ensure hotels perform to their maximum potential in their respective countries, and also to take into account consumer awareness of these schemes. In fact one challenge encountered along the way is the unavailability of environmental certifications or eco-labels in certain regions where Rezidor operates. Thus we are actively working with environmental organisations in Estonia, Latvia, Poland, Russia and the United Arab Emirates to develop schemes and to pilot them at Rezidor properties.

Environmental Certifications to date

- Austrian Ecolabel: 2
- Enterprise Ecodynamique (Belgium): 2
- Golden Leaf Green Hotel (China): 1
- Green Globe: 1
- Green Hospitality Award (Ireland): 10
- Green Key (Benelux, France, Lithuania, Tunisia): 21
- Green Tourism Business Scheme (UK): 12
- ISO 14001 (Germany): 15
- Nordic Swan: 29

to renewable energy sources. Again we are particularly sensitive to the energy sources used in the countries in which we operate hotels and the availability of renewable sources in the grid, which is why a number of hotels are generating their own energy through technology such as photovoltaic panels.

LAND USE AND BIODIVERSITY

Rezidor does not own hotels but rather operates managed, leased or franchised properties. In this sense the company does not directly use land, but as Rezidor’s operations facilitate and finance land use, the effects of land use are nevertheless an issue. Hotels have a significant physical footprint -buildings are often sizable and the landscaped premises encompass considerable areas. It is in our interest to preserve the natural environment and biodiversity as ultimately the local community, and its condition, is of utmost importance to running a profitable hotel operation. To this end, our Responsible Construction and Renovation Guidelines advise owners, developers and hotels how to best manage their land in a productive and sustainable manner.

FINES AND INCIDENTS

There have been no environmentally related incidents or fines at hotel or corporate level reported.

SOCIAL RESULTS

The values of Rezidor guide the organisation and our employees in their daily business. Our values are openness, trust, respect, confidence, fighting spirit, flexibility, empowerment, and z-factor.

OUR LICENCE TO OPERATE IN THE COMMUNITY

Tourism is dependent on the community as well as cultural and natural heritage. Hotel companies contribute positively to the social and economic development of regions in which they operate. Hotels hire a majority of their employees locally and pay local taxes which are re-invested to benefit the region. We also give support through the restoration of cultural heritage sites, by sponsoring local events and charities and by partnering with research and interest organisations. Being well thought of helps to safeguard our reputation and strengthen our brand. It enables us to more easily acquire licenses to operate and facilitates the process of establishing operations and securing business partners in local markets.

LABOUR PRACTICES AND DECENT WORK WORKFORCE

Taking into account all hotels, under all contract types, a total of over 35,000 employees were working under the Rezidor brands during 2009. During the last year over 4,000 jobs were created with the vast majority of employees hired from local markets. The company counts no less than 142 nationalities amongst the workforce, 56% of which is male.

As early as 1991 The Rezidor Hotel Group started to measure employee satisfaction. An independent organisation is commissioned to conduct this annual survey entitled Climate Analysis. In 2009 the results from managed, leased and franchised hotels increased to 85.8 (out of 100) compared to 85.1 in 2008.

All employees receive regular performance and career development reviews at least on a yearly basis. More information on payroll cost and the split of these costs per country can be found on page 32 of the Rezidor Annual Report 2009.

COLLECTIVE BARGAINING AGREEMENTS

Rezidor pays fair wages according to industry standards and had no legal breaches with regard to labour legislation last year. 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 and between representatives of our central management and employee representatives. Data of the share of employees with collective bargaining agreements is not collected.

HANDLING OPERATIONAL CHANGES

Rezidor strives to handle all operational changes in a transparent and open fashion, with the goal of giving the employees fair influence. In Europe, the European Works Council framework helps regulate information and co-dependency issues. Annual meetings are held, where issues such as the company's finances, performance, future ventures and other paramount issues, are discussed with employee representatives. If Rezidor decides to discontinue operations or divest a hotel operation, the hotel normally remains in operation (but under different management). The effects on the employees when losing Rezidor as an operator and employer are thereby lessened. During the year, 30 hotels joined the Rezidor system and 6 managed or leased hotels discontinued their co-operation with The Rezidor Hotel Group. When taking over an existing hotel, the majority of the employees of the earlier hotel brand remains at the hotel.

HUMAN RIGHTS

Rezidor operates hotels in countries where corruption and human rights issues exist. Key human rights issues for the hotel industry include fair wages, women's rights, the capacity to join trade unions and collective bargaining. Breaches of good practice and association with social problems can cause considerable long-term damage to a company's reputation and may result in a company being denied future licenses to operate, sometimes even facing international boycotts.

Rezidor does not in any way participate in or condone practices that breach International Declarations covering these issues. On the contrary we feel that our presence can be a positive influence. We work to rid prevalence of human-rights related issues hands-on, strengthening local communities by running a responsible operation. Child or forced labour is not accepted and this is ensured through training, local hiring policies and careful monitoring. We also pay close attention to and train our employees to be aware of the risks of child sex tourism while Carlson Companies has signed the ECPAT

Code of Conduct against the sexual exploitation of children on our behalf.

DIVERSITY AND HANDLING DISCRIMINATION

A strong understanding and respect of cultural differences is essential to Rezidor's success as we employ no less than 142 different nationalities and we operate hotels in over 60 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 transfers throughout the hotels in all countries, enabling its employees to grow with the company and to develop themselves. As much as we perceive our guests to be individuals with individual needs and wishes, we also perceive our employees to be individuals with individual backgrounds and cultures. Employees are hired for their attitude and willingness to serve the guest. Cultural differences enable us as an employer and as a host to cater to the needs of our clientele on an individual basis even better. Rezidor's Equal Opportunities Policy states that no discrimination due to age, race, religion, gender or disability is allowed, and all our hotels have routines in place to ensure this is the case.

ANTI-CORRUPTION MEASURES

In some regions where Rezidor operates there are high risks related to corruption, therefore a Code of Business Ethics is in place and management and staff are trained in this regard. These issues are also covered in our internal control procedures. Rezidor takes substantial measures to ensure that the ethical behaviour stated in the Code of Ethics is a core value in all business relationships. The Rezidor Hotel Group has not had any significant incidents regarding corruption or bribes causing legal actions during 2009.

PEOPLE DEVELOPMENT AND TRAINING

Rezidor has for many years successfully focussed on having a positive effect on the bottom-line through active people management. We offer a range of tools in order to attract and retain talented people by hiring attitude and training skills. Our 5-Step People Development Programme is at the heart of Rezidor's people development strategy. This programme allows for every ambitious employee to aim for the top, thanks to our simple – but efficient – policy of recruiting from within. The programme covers five levels of increasingly more advanced training and includes the mandatory New Hire

SOCIAL RESULTS

Orientation, On-Job Skills, Yes I Can! and Living Responsible Business.

The Mentor Mentee programme was launched in 2000 to ensure that the inhabitant knowledge within the group will be taken care of and passed on to the future generation of General Managers. In 2009, 21 Mentees were appointed to their first time General Manager assignment, representing up to 25% of the General Manager appointments for the year. Yet again during 2009, more than 95% of Rezidor General Managers came from within the company.

The Business School @ Rezidor is an integrated part of the 5 Step People Development Programme since 1996. The Business School @ Rezidor has a wide range of courses spanning from supervisory leadership and management training to a General Manager Certification Programme and business planning for Heads of Department. During 2009, two successful Rezidor Business Schools were held in Dublin, Ireland, and Zurich, Switzerland. In addition to these bigger schools, several Business School courses were also organised independently in various locations. In total, 500 participants from over 30 countries participated.

The Rezidor Learning Network (RLN) was launched in July 2009. A learning management system, offering virtual tools, it aims to increase Rezidor's curriculum of on-line learning opportunities – both now and in the future. The system already has more than 5,000 registered users. Also this year, our people development strategy was boosted by the introduction of the new Management Development Programme which is designed to develop, train and prepare existing Supervisors to become Department Heads within two years. The programme usually lasts for 24 months, and involves a real role from day one.

HEALTH, WORK-RELATED ACCIDENTS AND SECURITY

Rezidor has a safety and security programme designed to protect guests, employees and owners' investments while maintaining or even enhancing guest and employee satisfaction. One of the foundations of the programme is Employee Safety. We encourage employees to report dangers or aberrations, take immediate action to prevent injury or damage, and to follow-up and ensure that dangers are removed and abnormalities corrected. 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 everyday actions of every employee at every level in every hotel in every country. We have a structured risk management agenda with proactive behaviour, gathering and sharing information throughout the company. The lines of communication regarding safety and security issues are kept open and the focus is on prevention. In addition to news and media

monitoring, Rezidor maintains subscriptions to third party risk analysis and alert services. We also encourage our hotels to actively engage in safety and security related forums on a local level. For more about our Safety and Security programme, please see 17

With regard to health and safety legislation, hotels are provided with an overview and yearly updates of applicable regulation through an internet-based legal database. As part of this database, hotels must complete a legal self-audit containing approximately 90 questions based on local environmental and employee health and safety legislation. This audit is currently available for Belgium, Denmark, France, Ireland, Germany, Norway,

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 the company's resources
9. We think of safety at all times
10. We take care of the Earth

Poland, Russia, Scotland, Sweden and the UK. Thus it covers 65% of all managed and leased Rezidor hotels. The self-audit has been developed by external environmental lawyers and follows both EU and national legislation.

BUSINESS ETHICS

The Rezidor Hotel Group is committed to maintaining a high standard of business ethics, honesty and integrity in line with its Responsible Business programme encompassing social, ethical and environmental responsibility. To guide hotel and regional office staff, management and employees alike, about how we want to operate our business and our way of life, Rezidor launched a Code of Ethics in spring of 2008. The Code of Ethics and Business Conduct contains rules and guidelines for our business conduct and responsibilities vis-à-vis colleagues, customers, guests, suppliers, shareholders, authorities and the world at large. Any employee with concerns or questions about the Code is encouraged to raise these directly with their supervisor. Serious or sensitive concerns regarding the Code or a possible breach of the Code can be reported anonymously through rezidorethics.com. This is managed by a third-party, Ethics Point, which ensures that reports are swiftly brought to the attention of the appropriate person or persons at Rezidor.

POLICY DEVELOPMENT AND LOBBYING

Rezidor does not make any contributions or give other support, direct or indirect, to political parties or individual politicians. As a signatory of the United Nation's Global Compact, the world's largest voluntary corporate responsibility initiative, and a supporter of the Global Compact's "Caring for Climate" initiative we have committed to working with the United Nations and other companies on ten universally accepted principles of the Global Compact in the areas of human rights, labour, environment and anticorruption. During 2009, Rezidor was also part of the consultative group for the World Economic Forum's "Towards a Low Carbon Travel & Tourism Report", and presented this report at the World Business Summit on Climate Change in Copenhagen in May.

PRODUCT RESPONSIBILITY

In addition to taking responsibility for our own social, ethical and environmental behavior, Rezidor strives to facilitate guests' participation in the Responsible Business programme. Rezidor was the first international hotel company to offer all its loyal guests the possibility to offset the carbon emissions associated with their stay through our loyalty programme goldpoints plusSM. Guests are encouraged to save energy through key card controlled lighting, conserve water through towel and linen re-use programmes and to recycle their waste when possible.

We also widely communicate our Responsible Business efforts to guests and other interested parties through posters, brochures, online and this Responsible Business Report. In addition many hotels work with local schools, businesses and Non Governmental Organisations to increase awareness of and build capacity for environmental and social improvements.

Rezidor strives to provide a responsible and healthy environment for our guests. 2% of hotels are now completely smoke-free and we are increasing the number of nonsmoking guest rooms from the current 79%. We also facilitate the well-being of our guests by offering exercise and sport facilities with gyms, swimming pools and spas. Moreover, we endeavour to ensure that we provide fresh and wholesome food. We continue to offer a wide variety of healthy options at our restaurants. Our hotels endeavour to accommodate guests with food allergies, and 32% of hotels have allergy tested guest rooms. Hotels also increasingly offer organic (70%) and fair trade (67%) products.

FINES AND INCIDENTS

No significant fines for non-compliance have been incurred during 2009.



OUR TRIC=S FOR SAFETY AND SECURITY

The acronym TRIC=S stands for the following formula: Threat Assessment + Risk Evaluation and Mitigation + Incident Response Preparedness + Crisis Management and Communications Capabilities = Safe, Secure and Sellable hotels.

THE CHALLENGES

At Rezidor we acknowledge that maintaining high levels of safety and security in our hotels is ultimately dependent on the everyday actions of every employee at every level in every hotel. A similar statement is found in the 2006 publication *The Business of Resilience* by the UK think tank Demos where their research led them to conclude that the number one characteristic of successful corporate security programmes was that “they understand that security is achieved through the everyday actions of employees right across the company”.

We also acknowledge that the hotel and tourism sector is highly dependent on the public’s perception of health and security risks. Security scares can reduce demand for hotel and tourism services. Recent incidents such as the November 2008 at-

tacks in Mumbai, and those in Jakarta in July 2009 as well the spread of the H1N1 pandemic globally have continued to cause great shifts in how hotel safety and security is perceived.

THE FOUR CORNERSTONE BUILDING BLOCKS FOR TRIC=S

Safety and security has always been of utmost importance to us. Our first own corporate safety and security standards manual was published as far back as 1988 when we were a small almost exclusively Scandinavian chain. In the mid-1990’s we took steps designed to align the Safety and Security programme more closely with our operations when we designed building blocks that make up the four cornerstones of our programme: Guest Safety and Security, Employee Safety and Security, Fire Safety and Operational Security.

To remove some of the taboo and mystique that often surrounds security-related issues, we defined very simple, understandable goals for each cornerstone: No guest should become ill, injured or suffer loss during their stay; No employee should become

ill, injured or suffer loss at work; The risk of fire should be kept to a minimum and we should be able to detect fire quickly and limit any damage caused and; for Operational Security: we should be able maintain uninterrupted hotel operations and have plans in place to limit the impact of a disruption both in length and degree.

THE EVOLUTION OF TRIC=S

Traditionally, safety and security was about planning appropriate responses to incidents that could occur. Incident response was only part of this equation that was necessary to create a formula for cementing the four cornerstones together into a solid foundation for safe and secure hotel operations.

Due to the growth of the company with development of a multi-brand portfolio of very diverse hotels, many in new and emerging markets, it was clear that a one size fits all manual would not be sufficient support to our diverse collection of hotels. The first step we took was to add risk assessment and risk management to our programme by replacing the old safety and security standards with a self-audit system designed

T + R + I + C = S

Threat assessments

Risk evaluation and mitigation

Incident response preparedness

Crisis management and communications

Safe, Secure and Sellable hotels

to help hotels review their programmes for safety and security objectives and supported by a collection of good practices that hotels were using to meet these objectives.

In 2007 we diversified and expanded our programme and the TRIC=S formula was developed so we could even better explain our programme both internally and externally.

The risk evaluation and mitigation section is now part of the unique online 3T monitor system our hotels use. The programme guides them through the audit and best practices associated with all four cornerstones allowing them to document that they routinely review all aspects of their safety and security preparedness. In 2009 the system was in use at well over 215 of our hotels including many franchise properties who can freely access it on a voluntary basis. The average compliance level with the set objectives was a very high 96%.

SPREADING THE WORD THROUGH COMMUNICATION AND COOPERATION

To successfully meet the challenges that we face we need to engage every employee at every level in every hotel. We have begun up our work to align our programme as closely with every level of our businesses by adopting cornerstones that were easily explainable and we kept this up when we defined our motto for the TRIC=S programme: "Always Care". Inspired by our company vision of taking personal responsibility and showing "Yes I Can" hospitality, "Always Care" says that if we care about people, care about property and care about the world around us, we will also take personal responsibility in protecting these vital elements in our lives. It is therefore everyone's responsibility to "Always Care".

COMMUNICATING AT ALL LEVELS

The success of our Safety and Security programme is meeting the ongoing challenges we face, monitoring threat developments from pandemics to crime to terrorism, globally and locally, whether they slowly bubbling up under the surface or rapidly bursting onto the scene.

Every month we therefore share a TRIC=S report with all of our hotels and operational units. It includes an overview of our threat assessments, input on the risk management programme, examples of incidents and prevention activities as well as information on crisis management and communications training and other information relating to the safe and secure operations of our hotels and our company. The simple report is linked directly to support documents and by clicking the links the hotels can quickly learn more about how a threat could affect them, how a risk can be removed or mitigated and how hotels have handled incidents successfully. This keeps our programme very dynamic, allows us to learn from each others' experiences and helps us to continuously improve the information and the good practice library our hotels can access.

The reports are very much a result of a two-way communication between the individual hotels and the corporate offices they report to.

COOPERATION AT ALL LEVELS

We participate in many forums that ensure we have direct cooperation with government agencies, corporate clients and industry partners. In 2009 we supported an industry trade association working party in their work to develop better fire safety throughout the European Union. The Dutch advisory centre for protection of critical national infrastructure chose to put a presentation of our TRIC=S programme in their good practice library for corporate security and we consulted with the UK National Counter Terrorism Office when they developed their Project Argus hotel training programme.

At local level we encourage all hotels to actively engage their local communities through participation in local crime prevention schemes, hotel organisations and training initiatives that can improve safety and security throughout the hotel industry. Internally we educate our new and prospective General Managers through the General Manager Certification Programme that includes an introduction to TRIC=S and secu-

rity awareness as well as a full day of training and desk top crisis exercise conducted by experts from Kenyon International. Since we started our partnership with Kenyon well over 240 people have completed the training including over 50 in 2009.

TOMORROW'S TRIC=S

In 2009 our Corporate Security and the TRIC=S programme were reviewed by BGN Risk who looked at the following four questions:

- 1) Do we have the right documents and lines of reporting and follow-up?
- 2) Do we have the right people, measured both in quality, quantity and placement?
- 3) Are we communicating the right messages at the right time in the right way to the right people?
- 4) Is The Rezidor Hotel Group corporate Safety and Security programme proportionate and sufficient when compared to other international hotel group programmes and the expert auditor expectations?



The report stated that "the safety and security doctrine that has been developed and implemented by Rezidor is extremely versatile and functionally relevant." Key findings were that our programme is "deliberately simplistic ... aids in its overall effectiveness", and that it is "scalable for future expansion" and "can be applied in any location"

The final conclusion of the report was that "This model is providing value for money but more importantly it is protecting company assets, employees and customers."




We live in a world of real-time communications and a world where responsibility for ensuring safety, security and protection of infrastructure is increasingly being shifted from government offices and agencies to the private sector. This brings a new wave of challenges where we not only have a duty to care but we must perform this duty knowing that our actions will be visible.




Our TRIC=S programme has been developed to meet these new demands of transparency and accountability. As documented in the review by BGN Risk, the built in dynamics will assist us in continuing to meet the challenges we face.

SUMMARY OF PROGRESS

RESPONSIBLE BUSINESS POLICY	RESPONSIBLE BUSINESS OBJECTIVES	RESPONSIBLE BUSINESS INDICATORS	COMMITMENTS AND TARGETS FOR 2009	ACHIEVEMENTS 2009
 <p>EMPLOYEES We shall educate and facilitate for our employees to make a conscious decision in favour of environmental, ethical and social issues in their private and work lives.</p>	<ol style="list-style-type: none"> Increase employee awareness regarding Responsible Business Foster a responsible working environment 	<p>Availability of user-friendly Responsible Business tools for employees</p> <p>Percentage of hotels that comply with local labour laws</p> <p>Employee satisfaction</p> <p>Percentage of hotels that have made information on rezidorethics.com available to employees</p>	<p>Launch Responsible Business Manual</p> <p>All hotels to comply with labour law (working hours, freedom of association, equal, opportunities and non-discrimination)</p> <p>Climate Analysis score of 85 or above</p> <p>95% of hotels to make information on rezidorethics.com available to employees</p>	<p>Responsible Business Manual launched</p> <p>All hotels comply with local labour laws</p> <p>Climate Analysis result increased to 85.8</p> <p>95% of hotels make information on rezidorethics.com available to employees</p>
 <p>CUSTOMERS We shall inform and make it easy for our guests to participate in Responsible Business related activities at our hotels.</p>	<ol style="list-style-type: none"> Increase customer awareness regarding the Responsible Business programme and our hotels' achievements Provide Responsible Business actions that are easy for guests to participate in Provide a healthy environment and offer healthy, nutritious organic and fair trade food and beverages 	<p>Number of hotels obtaining third party certification</p> <p>Percentage of hotels integrating Responsible Business into Sales presentations</p> <p>Percentage of hotels with Responsible Business page on hotel website</p> <p>Percentage of hotels providing refillable amenity dispensers in public washrooms</p> <p>Percentage of hotels making battery collection boxes available for guests</p> <p>Percentage of hotels facilitating waste sorting by guests</p> <p>Percentage of hotel rooms that are non-smoking</p> <p>Percentage of non-smoking hotels (guest rooms and public spaces)</p> <p>Percentage of allergy-tested rooms</p>	<p>25 new hotels to obtain third party certification</p> <p>85% of hotels to integrate Responsible Business into Sales presentations</p> <p>70% of hotels to have a Responsible Business page on hotel website</p> <p>95% of hotels to provide refillable amenity dispensers in public washrooms</p> <p>75% of hotels to make battery collection box available for guests</p> <p>40% of hotels to provide waste-sorting facilities for guests</p> <p>80% of hotel rooms to be non-smoking</p> <p>45% of hotels to be non-smoking</p> <p>30% of hotels to provide allergy-tested rooms</p>	<p>27 hotels obtained third party certification</p> <p>83% of hotels have integrated Responsible Business into Sales presentations</p> <p>63% of hotels have a Responsible Business page on hotel website</p> <p>96% of hotels provide refillable amenity dispensers in public washrooms</p> <p>79% of hotels make battery collection box available for guests</p> <p>38% of hotels provide waste-sorting facilities for guests</p> <p>79% of hotel rooms are non-smoking</p> <p>42% of hotels are non-smoking</p> <p>32% of hotels provide allergy-tested rooms</p>

SUMMARY OF PROGRESS

RESPONSIBLE BUSINESS POLICY	RESPONSIBLE BUSINESS OBJECTIVES	RESPONSIBLE BUSINESS INDICATORS	COMMITMENTS AND TARGETS FOR 2009	ACHIEVEMENTS 2009
 <p>PROPERTY OWNERS</p> <p>We shall work together with property owners to find innovative solutions that satisfy our economic, environmental and social objectives.</p>	<p>6. Inform all property owners about the Responsible Business programme to facilitate the use of best Responsible Business practice when building and renovating</p>	<p>Number of hotel owners informed about the Responsible Business programme and hotel activities</p> <p>Percentage of hotels that consider Responsible Business in their Long Range Investment Plan</p>	<p>90% of hotels to inform owners about the Responsible Business programme and hotel activities</p> <p>90% of hotels to consider Responsible Business in their Long Range Investment Plan</p>	<p>96% of hotels have informed their owners about the Responsible Business programme and hotel activities</p> <p>87% of hotels consider Responsible Business in their Long Range Investment Plan</p>
 <p>SHARE-HOLDERS</p> <p>We shall provide shareholders and investors with timely, accurate and transparent information on RESPONSIBLE BUSINESS related risks and opportunities.</p>	<p>7. All hotels to comply with the reporting requirements of the Responsible Business programme</p> <p>8. Increase financially related Responsible Business information in corporate reporting</p>	<p>Percentage of hotels that report monthly and annually to Corporate Office</p> <p>Percentage of hotels making significant environmental investments</p>	<p>Maintain high reporting level from managed and leased hotels (100%)</p> <p>Increase reporting level to 40% from franchised hotels</p> <p>50% of hotels to make significant environmental investments</p>	<p>100% of managed and leased hotels completed monthly Environmental Reporting and the annual Status Report questionnaire</p> <p>43% of franchised hotels reported their Responsible Business data</p> <p>48% of hotels report that they have made significant environmental investments</p>
 <p>SUPPLIERS</p> <p>We shall strive to purchase products that have a reduced environmental impact during their life-cycle, from suppliers that demonstrate environmental and social responsibility.</p>	<p>9. Increase the number of suppliers that fulfil the Responsible Business criteria for suppliers</p> <p>10. Increase the number of products purchased that comply with set Responsible Business criteria for product group</p>	<p>Presence of Responsible Business in RezPIN</p> <p>Percentage of hotels sharing Rezidor Supplier Code of Conduct with their suppliers</p> <p>Percentage of hotels asking suppliers to complete the Rezidor Responsible Business Supplier Questionnaire</p> <p>Percentage of hotels requesting that, or providing advice as to how, suppliers improve their environmental, social or ethical performance</p> <p>Provision of organic certified food items</p> <p>Provision of fair trade certified products</p>	<p>Add Responsible Business performance to supplier profile in RezPIN</p> <p>75% of hotels to share Rezidor Supplier Code of Conduct with their suppliers</p> <p>50% of hotels to ask suppliers to complete the Rezidor Responsible Business Supplier Questionnaire</p> <p>70% of hotels to request that, or provide advice as to how, suppliers improve their environmental, social or ethical performance</p> <p>70% of hotels to serve organic certified food items</p> <p>67% of hotels to serve fair trade certified products</p>	<p>Responsible Business performance added to supplier profile in RezPIN</p> <p>75% of hotels have shared Rezidor Supplier Code of Conduct with their suppliers</p> <p>50% of hotels have asked suppliers to complete the Rezidor Responsible Business Supplier Questionnaire</p> <p>64% of hotels have requested that, or provided advice as to how, suppliers improve their environmental, social or ethical performance</p> <p>70% of hotels serve organic certified food items</p> <p>67% of hotels serve fair trade certified products</p>

RESPONSIBLE BUSINESS POLICY	RESPONSIBLE BUSINESS OBJECTIVES	RESPONSIBLE BUSINESS INDICATORS	COMMITMENTS AND TARGETS FOR 2009	ACHIEVEMENTS 2009
 <p>AUTHORITIES</p> <p>We require our managers to abide by local and international legislation, especially regarding labour laws, Health and Safety, human rights and the environment.</p>	<p>11. Zero number of incidents of non-compliance with regard to Responsible Business-related legislative demands and international agreements</p>	<p>Number of hotels reporting breaches to Responsible Business-related legislation</p> <p>Percentage of hotels performing Responsible Business legal self-audit</p>	<p>No legal breaches to Responsible Business-related legislation</p> <p>100% of hotels to perform self-audit where available</p>	<p>0 hotels reported legal breaches to Responsible Business-related legislation</p> <p>97% of hotels performed legal-self audit where available</p>
 <p>COMMUNITY</p> <p>We shall take an active role in the international Responsible Business community, and contribute to the local communities where we operate.</p>	<p>12. Have a positive influence and impact on the local and international community</p>	<p>Amount of money raised for corporate and local charities</p> <p>Number of hotels participating in Responsible Business Action Month in September each year</p> <p>Percentage of hotels organising employee volunteering for charity or community</p>	<p>Raise TEUR 80 for World Childhood Foundation</p> <p>Raise TEUR 300 for local causes</p> <p>200 hotels to participate in Responsible Business Action Month</p> <p>80% of hotels to organise employee volunteering for charity or community</p>	<p>TEUR 75 raised for World Childhood Foundation</p> <p>TEUR 350 raised for local causes</p> <p>191 hotels participated in Responsible Business Action Month</p> <p>69% of hotels organised employee volunteering for charity or community</p>
 <p>ENVIRONMENT</p> <p>We shall do our utmost to continuously improve our performance in the areas of energy, water, chemicals and resource consumption, and waste generation in order to reduce our negative impact on the environment.</p>	<p>13. Reduce dependence on fossil fuels and become more energy efficient in all areas of operation without sacrificing the guest experience and comfort</p> <p>14. Conserve water whenever possible without sacrificing the guest comfort and discharge "clean" water</p> <p>15. Decrease the amount of residual waste generated (going to landfill / incineration)</p>	<p>Participation in climate change initiatives</p> <p>Regional Engineering structure in place</p> <p>Percentage of hotels with Preventive Maintenance Programme in place</p> <p>Energy – kWh/m²</p> <p>CO₂ equivalent/ guest night</p> <p>Water – litres/ guest night</p> <p>Residual Waste – kg/ guest night</p>	<p>Sign up to United Nations Caring for Climate Initiative</p> <p>Launch Regional Engineering structure in France and UK</p> <p>98% of hotels to have Preventive Maintenance Programme in place</p> <p>2% reduction in energy use measured as kWh per metre squared for both Park Inn and Radisson Blu</p> <p>5% reduction in greenhouse gas emissions measured as CO₂ equivalent per guest night</p> <p>2% reduction in water consumption measured as litres per guest night for both Park Inn and Radisson Blu</p> <p>2% reduction in waste generation measured as kg per guest night for both Park Inn and Radisson Blu</p>	<p>Signed up to United Nations Caring for Climate Initiative</p> <p>Regional Engineering structure launched in France and UK</p> <p>96% of hotels have Preventive Maintenance Programme in place</p> <p>Energy use measured as kWh per metre squared decreased by 4% for Radisson Blu and 6% for Park Inn</p> <p>Greenhouse gas emissions measured as CO₂ equivalent per guest night decreased by 8%</p> <p>Water consumption measured as litres per guest night decreased by 10% for Radisson Blu and 5% for Park Inn</p> <p>Residual waste measured as kg per guest night decreased by 1% for Radisson Blu and 15% for Park Inn</p>

GRI

STANDARD DISCLOSURES TABLE

AR =Rezidor Annual Report 2009 RBR = Rezidor Responsible Business Report 2009

INDICATOR ACCORDING TO GLOBAL REPORTING INITIATIVE (G3)	PAGE NUMBER
Profile	
1. STRATEGY AND ANALYSIS	
1.1 Statement from the CEO	RBR 2
1.2 Description of key impacts, risks, and opportunities	RBR 6–7
2. ORGANISATIONAL PROFILE	
2.1 Name of the organisation	AR 23
2.2 Primary brands, products, and/or services	AR 6, 10
2.3 Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	AR 29, 48–49
2.4 Location of organisation's headquarters	AR 23
2.5 Number of countries where the organisation operates, and names of countries with major operations	AR 4, 10, 75
2.6 Nature of ownership and legal form	AR 56, 74
2.7 Markets served	AR 12–13
2.8 Scale of the reporting organisation	
• Number of employees	AR 33
• Net sales	AR 32
• Total capitalisation broken down in terms of debt and equity	AR 20
• Quantity of products or services provided	AR 10, 30
• Total assets	AR 20
• Beneficial ownership (including identity and percentage of ownership of largest shareholders)	AR 74
• Breakdowns by country/region of sales/revenues by countries/regions that make up 5 percent or more of total revenues	AR 30
• Breakdowns by country/region of costs by countries/regions that make up 5 percent or more of total revenues	AR 30
• Breakdowns by country/region of employees	AR 33
2.9 Significant changes during the reporting period regarding size, structure, or ownership including:	
• The location of, or changes in operations, including facility openings, closings, and expansions	AR 12–13
• Changes in the share capital structure and other capital formation, maintenance, and alteration operations	AR 43
2.10 Awards received in the reporting period	AR 13, RBR 14
3. REPORT PARAMETERS	
Report Profile	
3.1 Reporting period	AR 19, RBR 4
3.2 Date of most recent previous report	RBR 4
3.3 Reporting cycle	RBR 4
3.4 Contact point for questions regarding the report or its contents	RBR 24
Report Scope and Boundary	
3.5 Process for defining report content	RBR 4
3.6 Boundary of the report	RBR 4
3.7 State any specific limitations on the scope or boundary of the report	RBR 4
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 24–25
3.10 Explanation of the effect of any re-statements of information provided in earlier reports	N/A
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	RBR 4
3.12 Table identifying the location of the Standard Disclosures in the report	RBR 22–23

INDICATOR ACCORDING TO GLOBAL REPORTING INITIATIVE (G3)	PAGE NUMBER
4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT	
Governance	
4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight	AR 56–59, RBR 10
4.2 Indicate whether the Chair of the highest governance body is also an executive officer	AR 57–58
4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	AR 57
Stakeholder Engagement	
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	AR 56
4.14 List of stakeholder groups engaged by the organisation	RBR 10
4.15 Basis for identification and selection of stakeholders with whom to engage	RBR 8–9
5 PERFORMANCE INDICATORS	
Economic	
<i>Aspect: Economic Performance</i>	
EC2 Financial implications and other risks and opportunities for the organisation's activities due to climate change	RBR 6–7
EC3 Coverage of the organisation's defined benefit plan obligations	AR 40
EC4 Significant financial assistance received from government	RBR 12
<i>Aspect: Market Presence</i>	
EC6 Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	RBR 12
<i>Aspect: Indirect Economic Impacts Core</i>	
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, inkind, or pro bono engagement.	RBR 12
Environmental	
<i>Aspect: Energy</i>	
EN5 Energy saved due to conservation and efficiency improvements	RBR 13
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 13
<i>Aspect: Biodiversity</i>	
EN14 Strategies, current actions, and future plans for managing impacts on biodiversity	RBR 14
<i>Aspect: Emissions, Effluents, and Waste</i>	
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved	RBR 14
<i>Aspect: Compliance</i>	
EN28 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations	RBR 14
Labour Practices and Decent Work	
<i>Aspect: Training and Education</i>	
LA11 Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	RBR 15–16
LA12 Percentage of employees receiving regular performance and career development reviews	RBR 15
Society	
<i>Aspect: Public Policy</i>	
SO5 Public policy positions and participation in public policy development and lobbying.	RBR 16
SO6 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	RBR 16
<i>Aspect: Compliance Core</i>	
SO8 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	RBR 16

CONTACT

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

Sarah Rooney,
Manager, Responsible Business
Email: srooney@rezidor.com

Paul Moxness,
Vice President, Corporate Safety & Security
Email: pmoxness@rezidor.com

The Rezidor Hotel Group
Corporate Office
Avenue du Bourget 44
B-1130 Brussels
Belgium
Tel. +32 2 702 9000
Fax +32 2 702 9300