



# 2013

## Responsible Business Report



THE  
**REZIDOR**  
HOTEL GROUP



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## Think Planet:

**25%**  
energy savings in  
**5 years**

## Think People:

**65%**

employees trained in new  
**Responsible Business**  
course

## Think Together:

**10<sup>th</sup>**

anniversary **Responsible Business**  
**Action Month**

## Scope and Boundaries of this Report

The Rezidor 2013 Responsible Business Report describes the most relevant sustainability aspects of our operations, not the full range of our actions and data. The information in this report refers to the year 2013 unless otherwise stated.

Unless otherwise indicated, achievements mentioned in this report cover all hotels which are managed, leased or franchised by the Rezidor Hotel Group. This includes 337 properties which were in operation on 31 December 2013.

For new hotels that were opened in 2013 or hotels that discontinued operations during the year, data is only reported for the months they were in operation.

Rezidor has limited the reporting boundaries to areas in which the company has full control over data collection and information quality. Downstream impacts are generally excluded as we do not currently have reliable tools to measure their effect.

Financial data presented in our Responsible Business Report is derived from audited annual accounts. For all external reporting, currencies have been converted to euros (EUR). Our financial reporting accounting principles and currency conversion rates are stated in Rezidor's 2013 Annual Report.

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

# Raising Responsible Business to the next level

Thank you for your interest in Rezidor and our Responsible Business Programme!

**R**esponsible Business has a long tradition at Rezidor and is an essential part of our vision: We want to be perceived as the most responsible organisation – caring for our planet and acting in a sustainable way. Responsible Business is also fully embedded in our 4D Strategy that was launched in 2013 and focuses on Develop Talent, Delight Guests, Drive the Business, and Deliver Results. The core areas of our Responsible Business Programme perfectly align with 4D: **Think Planet** – minimising our environmental footprint; **Think People** – taking care of the health and safety of guests and employees; and **Think Together** – respecting social and ethical issues in the company and the communities in which we operate.

Responsible Business is likewise a strong supporter of our turnaround programme Route 2015 that targets an EBITDA margin uplift of 6–8 percentage points by the year 2015. The programme includes a set of revenue generation activities, fee-based growth, cost savings, cap utilization and asset management. In 2013, Route 2015 gained further momentum and made good progress – the programme yielded 2.6 percentage points improvement in EBITDA margin. Among Route 2015's successful cost saving initiatives is Think Planet, a group-wide ambitious and engaging Responsible Business project targeting 25% of energy savings across all hotels in 5 years. Think Planet helps us to reduce utility costs (heat, light, power), and was in 2013 motivation to further extend our efforts and to reduce water consumption across all our properties in Europe, the Middle East and Africa.

On the revenue generation side, Responsible Business innovations like Meetings Minus Carbon – free carbon offsetting for meetings and events – demonstrate that Rezidor takes sustainability seriously, responds to customer needs and develops meaningful and attractive solutions that help building brand loyalty.

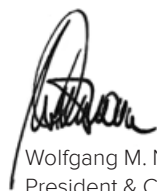
Our growth success story would also not be complete without Responsible Business. We concentrate on emerging markets like Russia/CIS and Africa where we take responsibility through sustainable development and construction processes as well as through the creation of thousands of jobs and through training for our local newcomers. To further drive people development initiatives in emerging markets Rezidor became a lead partner of the Youth Career Initiative, a recognized programme that offers traineeships and trainings to underprivileged youngsters.

Whether they are newcomers or long-time Rezidorians: All our 35,000+ employees get involved when we celebrate our Responsible Business Action Month (RBAM) – a dedicated period where hotels contribute to their local communities and fundraise for our corporate charity organisation World Childhood Foundation. September 2013 was the 10th anniversary of RBAM, a big success with close to 700 different hotel activities! Thanks to this month's efforts and further Responsible Business activities throughout the year we were able to raise EUR 690,000 for Childhood and a huge number of local charity causes.

We are proud that the US think tank Ethisphere has yet again named us a one of the "World's Most Ethical Companies" – a prestigious award that we received each year since 2010. Such achievements underline and strengthen our commitment to Responsible Business.

Enjoy reading more about our 2013 Responsible Business results and our plans for 2014 and beyond.

Best regards,



Wolfgang M. Neumann  
President & CEO



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**At Rezidor we want to be the most innovative and responsible hotel company.**

# About Rezidor

The Rezidor Hotel Group is one of the fastest growing hotel operators in the world with a presence in 69 countries.



**R**ezidor operates the two core brands Radisson Blu and Park Inn by Radisson. In February 2014 Rezidor added two more brands to its portfolio, Radisson Red in the upscale segment and the Quorvus Collection targeting the luxury segment.

All four brands are developed and licensed by Rezidor in Europe, the Middle East and Africa ("EMEA") under Master

Franchise Agreements with Carlson, a privately held hospitality and travel company. In parallel, Rezidor terminated the partnerships with Regent Hotels & Resorts and Missoni. By the end of 2013 the group operated 337 hotels with ca 75,300 rooms in 56 countries.

Rezidor's strategy is to expand with management and franchise contracts and only exceptionally with leases. Rezidor is

present in 69 countries and the strategy is to focus its expansion in the emerging markets of Eastern Europe, the Middle East and Africa. Our Responsible Business programme is implemented in all managed and leased hotels and corporate offices and strongly encouraged in franchised properties.

# Highlights 2013

2013 was an outstanding year in Rezidor's Responsible Business journey. There were successes in all three pillars of our Responsible Business programme:

## Pillar 1

### Think Planet – Minimising our Environmental Footprint

- Think Planet energy savings initiative reaches 4.2% energy savings per occupied room.
- Proportion of eco-labelled hotels in the Group reaches 69% (232 hotels).
- Meetings Minus Carbon offsets 10,000 tonnes of carbon in Carlson Rezidor hotels worldwide.



## Pillar 2

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

- 85% of General Managers trained in Pro-active Leadership.
- New Responsible Business training launched and 65% of all staff re-trained.
- Employee satisfaction remains high at 87%.
- Rezidor becomes lead partner of the Youth Career Initiative.



## Pillar 3

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

- For the fourth year in a row, Rezidor is named as one of the World's Most Ethical Companies by the Ethisphere Institute.
- 80% of Rezidor hotels participate in the Responsible Business Action Month for the community in September. EUR 690,000 is raised for local and international charities.
- 250 Hotels participate in Earth Hour to generate awareness about the importance of energy savings.



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

Indicator	2013	2012	2011
Energy/m <sup>2</sup> (kWh) Rezidor	281	284	289
Energy/occupied room (kWh) Rezidor	91	92	95
Water/Guest-night (litres) Rezidor	340	343	396
Waste/Guest-night (kg) Rezidor	1.96	1.84	1.94
Medallia Guest Satisfaction Environmental Conscientiousness (max. 10)	8.35	8.29	8.1
Climate Analysis Employee Satisfaction score	87	86.5	86.7
Safety Security Self-Assessment	87*	96.1	92.7

\* Rezidor Leased & Managed hotels.



# Operating in a global context: **Materiality & Stakeholders**



Rezidor has been a signatory to the UN Global Compact since 2009. Our Responsible Business Policies, strategy and activities are in line with the ten principles of the Global Compact. Striving to be a successful,

sustainable business requires a dedicated appreciation of the environment in which we operate. Our most significant impacts are important both for our long-term success as a company and also for our stakeholders.

## Significant impact of tourism

In 2012, the World Travel & Tourism Council (WTTC) estimated that the global travel industry generated over 260 million jobs (1 in 11 jobs worldwide) and contributed 9% of the global gross domestic product. In the same year the number of global travellers surpassed one billion.

An industry of this size has a considerable impact on social, economic and environmental conditions around the world.

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

## Climate Change

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

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



Making investments in green technologies and the green economy will help to reduce the impact of tourism.

The tourism sector also faces risks from the consequences of climate change. The risks are mainly linked to hotel locations, an increase in severe weather patterns, and to increasing legislative pressures and taxation on carbon emissions.

At Rezidor we recognise that we must play our part by reducing the carbon footprint of our hotels and taking the sustainable tourism route.

## Resource Use – Water and Food

Hotels are very resource-intensive, particularly in terms of energy and water use. They also impact the natural environment through food use and waste generation. The UN has estimated that by 2050, the world's need for drinkable water will double and the need for fresh water for agriculture will increase by 80%. Rezidor

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

Roughly one third of the food produced in the world for human consumption every year — approximately 1.3 billion tonnes — is lost or wasted. In Europe, 180 kg of food is wasted per person per year. Global population growth projections estimate there will be an additional 2 to 3 billion people to feed in the world over the next 40 years. This will result in a 70% increase in demand for food by 2050.

Water and energy are critical to food production, although the intensity of use varies for different products. As food & drink represents over 30% of our Group's revenue, Rezidor recognises the importance of reducing waste and the resource intensity of the food & drink supply chain.

### **A Global Employer in Local Communities**

Workforces are increasingly global. The hospitality industry in general, and Rezidor in particular, employs people from very diverse ethnic and cultural backgrounds. With hotels in 69 countries across EMEA, Rezidor's staff represents more than 143 different nationalities.

We employ most of our staff locally. Local employment, on-the-job training and people development are important aspects of the way we do business. Extending local training and employment opportunities to disadvantaged groups in society is part of our Responsible Business programme.

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

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




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***Creating***  
***opportunities***  
 through ***employment***  
**in emerging markets**

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**Stakeholders and Responsible Business Policy**

Rezidor has identified eight Responsible Business stakeholder groups. We maintain clear commitments to each group. (See our Responsible Business policy on [www.rezidor.com](http://www.rezidor.com) for more details.)

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

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

**Responsible Business Approach**

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

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


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


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




**Memberships**

Carlson Rezidor Hotel Group is a member of the following organisations:

 **International Tourism Partnership** **International Tourism Partnership (ITP)**. ITP brings together the world's leading international hotel companies to provide a voice for environmental and social responsibility in the industry. Rezidor was one of the founding members of ITP in 2003. Carlson Rezidor continues to play a leading role in the hospitality industry forum on responsible business.

 **World Travel & Tourism Council (WTTC)**. An international organisation of travel industry executives which promotes global travel and tourism.

 **Signatory to the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism**. The Code started as a project of ECPAT (End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes) and is supported by the UNWTO and UNICEF. In 2004 Carlson was the first major North American hospitality company to sign the Code. Together, we adhere to the Code's principles in all of our hotels.

 **Global Compact signatory since 2009**. The principles and requirements of the Global Compact inform our Responsible Business targets and actions. The Compact is the world's largest voluntary corporate responsibility initiative, with over 10,000 business and other stakeholders from 140 countries. Since 2000, the Global Compact has been a strategic policy initiative for businesses which are committed to aligning their operations and strategies with its Ten Principles which cover the areas of human rights, labour, environment and anti-corruption.

**Awards**

In 2013 our hotels were awarded with numerous local awards for their Responsible Business Initiatives. Below we list the key international awards for Rezidor's Responsible Business programme.

• **Travel Industry Club Germany Best Practice Award 2013 for Think Planet**  
The Best Practice Award honours a company of the Tourism & Travel Industry which stands out from the competition with successful new products or processes.

• **Ethisphere lists Rezidor for the 4th consecutive year as one of the World's Most Ethical Companies**



The World's Most Ethical (WME) Companies designation recognizes companies that truly go beyond making statements about doing business ethically and translate those words into action. WME honourees not only promote ethical business standards and practices internally, they exceed legal compliance minimums and shape future industry standards by introducing best practices today.

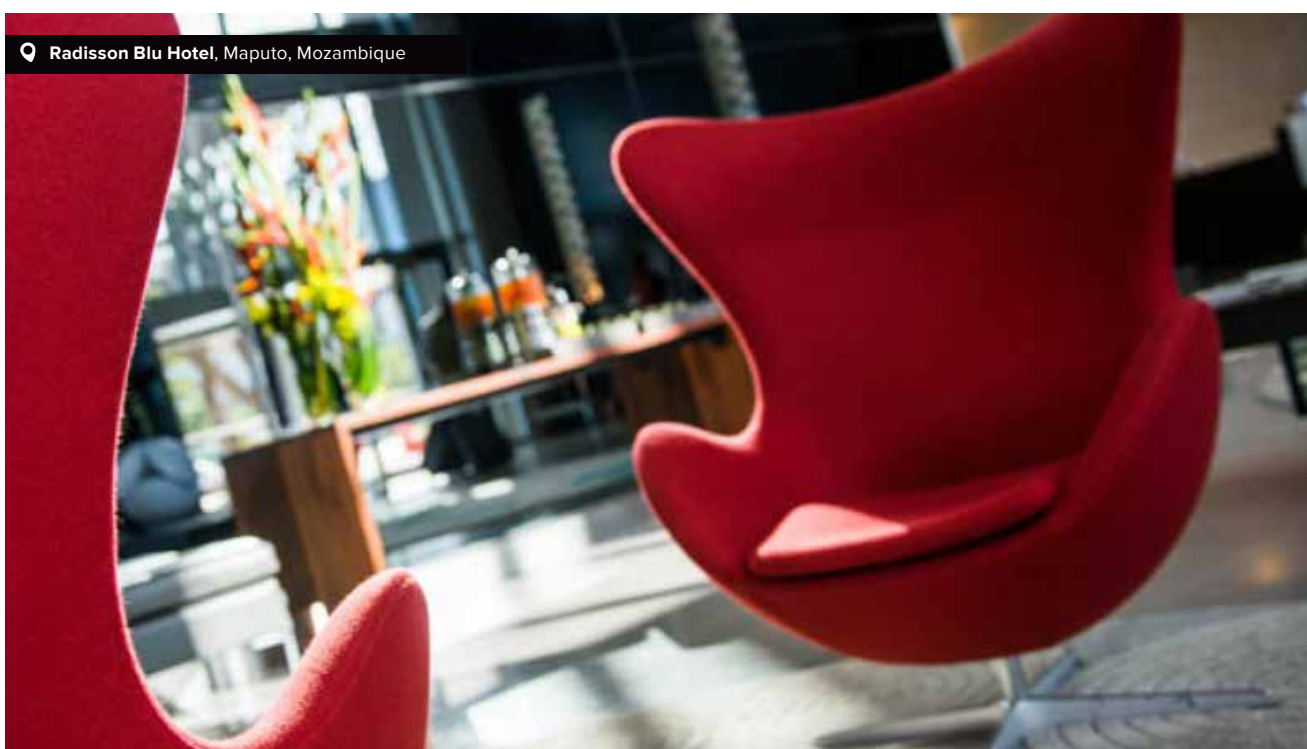
• **World Travel Market Global Award for The Box Appeal**  
The Box Appeal has been organised by Radisson Blu and Park Inn Hotels in the Middle East for the past six years. Hotels appeal to the community to fill boxes with everyday items. The boxes are collected and distributed by hotel employees to those most in need.



# Organisation and Governance

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

Head Office	<b>CEO and Executive Committee</b>	Responsible Business reports to the Chief Operating Officer of Rezidor. The Executive Committee is frequently updated on strategies, plans and progress.
	<b>Responsible Business Department</b>	Sets the Responsible Business strategy and follow-up, and ensures cross-departmental cooperation. The team works very closely with the Area Head Office teams.
Regions	<b>Regional Responsible Business Coordinators</b>	There are a total of 23 Regional Responsible Business Coordinators who set regional targets in line with Group strategy. They also follow-up on progress. Area Vice Presidents are closely involved.
Hotels	<b>Responsible Business Coordinators</b>	Each hotel has a Responsible Business Coordinator and Responsible Business team. The Responsible Business Coordinator and the team jointly define the Responsible Business action plans in line with both regional and Group priorities.



**25%**  
energy savings in  
**5 years**



Equivalent to

**245,000**  
cars off the road

**4.2%**  
less energy used  
per occupied room  
for the group

With top performers

Best hotel saves

**35%**

Let's use ***our***  
***energy*** to ***save***  
***energy***



# Minimising our Environmental Footprint

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

## Think Planet Energy

A green pioneer, Rezidor launched the hotel industry's first Environmental Policy in 1989. That was followed in 2001 with the first comprehensive Responsible Business Programme. Both clearly pledged to minimise the Rezidor Group's environmental footprint. In 2012, Rezidor reconnected with our eco-friendly roots by launching Think Planet, our ambitious energy saving initiative. Think Planet is designed to help us reduce energy consumption by 25% over the next five years.

Many of our hotels have already introduced progressive, environmentally friendly measures. In the period from 2007 to 2011, Rezidor hotels reduced their energy consumption (kWh/m<sup>2</sup>) by 7.8%. Think Planet will help us spread these initiatives into all of our hotels. It also enables us to prioritise the implementation of energy saving investments which will have the biggest impact.

At the same time, we are faced with significant increases in energy costs in many countries and government carbon taxation. Think Planet is good for both our business and our planet. Thanks to Think Planet, Rezidor was able to reduce utility costs (heat, light, power) by EUR 570,000.

Think Planet's four pillars are:

- 1. Think Planet Habits:** Employee awareness: in operations through back-of-house posters, training videos and the special promotions such as a quiz.
- 2. Think Planet tools:** Easy to implement energy saving tools which provide a quick return on investment.

**3. Think Planet investments:** Testing innovative energy saving technologies such as wireless guest-room controls.

**4. LED lighting retrofit:** A group-wide decision to fit Philips LEDs and take advantage of the supplier's technical guidance.

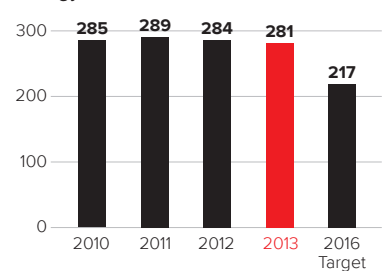
### 2013 Results

In 2013, Rezidor Group reduced energy use per square metre by 2.8% compared to the 2011 baseline. Energy per occupied room was reduced by 4.2%. For leased hotels the savings were 2.6% and 7% respectively.

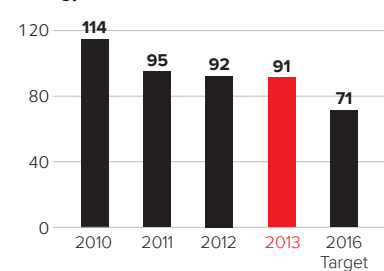
Excellent results have been achieved in some geographical areas such as Central Europe (5.4% reduction in energy/m<sup>2</sup> and 15.7% reduction in energy/occupied room). These results are counterbalanced by areas such as Russia, Middle East and Sub-Saharan Africa where positive results have been slower to materialise. Weaker Think Planet Energy performance in these areas (where Rezidor operates managed hotels) is largely due to lower overall environmental awareness. This in turn leads to lower and slower mobilisation of investments.

In total, 36 hotels have already reached or exceeded their five-year Think Planet targets, some spectacularly! The best performers have achieved savings above 30% on both Think Planet key performance indicators (energy/m<sup>2</sup> and energy/occupied room).

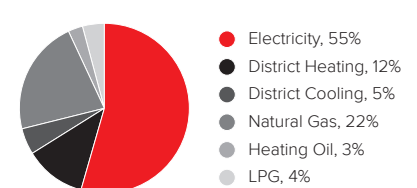
Energy use in kWh/m<sup>2</sup>\*



Energy use in kWh/OR\*



Hotel (energy use per source)\*



\* Based on 247 managed and leased hotels.

# Proven Successes in 2013

The biggest energy consumers in our hotels are the systems for heating, ventilation and air-conditioning (HVAC), lighting, sanitary hot water and kitchens. The biggest savings can be made by optimising the technical installations in these areas. However, these improvements require investment. In 2013, Rezidor invested over EUR 3 million in 13 integrated hotel projects which were led by energy service companies (ESCOs). An ESCO is a business that develops, installs, and arranges financing for projects designed to improve the energy efficiency and maintenance costs of facilities.

Our hotels are already benefiting from the Think Planet improvements. Some notable achievements include:

## Radisson Blu Hotel Leeds leads in energy savings

In one year the Radisson Blu Hotel Leeds moved from a bad performer to a switched-on leader in Think Planet energy savings. By the end of 2012, electricity and gas consumption at the hotel had increased for no apparent reason.

Change came when the property's engineer fully embraced the Think Planet ethos. An energy scan was undertaken and a number of investments in LEDs and other energy saving technologies were made. Investments included almost 600

LEDs, boiler-firing optimisation technology, and a new all-electric kitchen including induction cooking and variable kitchen ventilation. Thanks to this winning combination the hotel reduced energy use/m<sup>2</sup> by 33% and energy/occupied room by 35.5% in 2013.

## Controlling guestrooms' heating and cooling at the Radisson Blu Hotel Cardiff

HVAC represents the biggest energy cost in any commercial building, especially in the 24/7 operations of hotels. Radisson Blu Hotel Cardiff wanted to find the best HVAC management solution which had no adverse impact on guest satisfaction.

SaveMoneyCutCarbon has run 24/7 trials over recent months at the hotel to

monitor and measure the energy savings delivered by its HVAC GEM Intelligent Room Control solution. The data shows that in a 24-hour occupancy, hotels can expect to reduce the energy use of HVAC systems by 30 to 45%. Calculations show that the new system will deliver a return on investment (ROI) within 14 months, and should save close to EUR 42,000 this year.

## Intelligent pump power: Rezidor hotels in Germany install new high-efficiency pumps

After conducting an audit of the pumps 7 German Rezidor Hotels renewed most of their pump installations. The energy savings amount to over 250,000 kWh per year. In 2014 this best practice will be extended to other hotels and geographical areas.

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In 2013 Rezidor invested  
**EUR 3 million** to  
**improve energy efficiency**

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The technical team of the Radisson Blu Resort Split demonstrating a clear Think Planet mindset.



1 Radisson Blu Hotel Media City



2 Park Inn by Radisson Northampton



3 Park Inn by Radisson Hotel Pulkovskaya  
Chief engineer and General Manager

**Leading with LED's**

**1. An energy saving winner 95% equipped with LED lights**

Radisson Blu Hotel Media City, Dubai  
In 2013, The Radisson Blu Hotel Media City completed the biggest conversion to LEDs with Philips Lighting Middle East at a hotel at one time.

In just 45 days the engineering team installed 5,200 LED lights in all guest areas, meeting Rooms, kitchens and entire back-of-house. This represents an investment of close to EUR 75,000, with a return on investment below 1 year. The installation of LEDs achieved an energy consumption drop of 4%.

When the hotel originally opened in 2006, 75% of its lighting came from halogen lights with the remainder being compact fluorescent lamps (CFL). "An additional advantage of having all LEDs is the 70% drop in the cost of purchasing replacement lamps each month," explains Nicholas Fernandez, Chief Engineer for

the hotel. "The LED light installation and various other Think Planet initiatives have enabled the hotel to reduce its carbon footprint by over 1,000 tonnes of carbon dioxide equivalents."

**2. LED wave sweeps through Rezidor's UK hotels**

In 2013, 32 hotels in the UK installed LED lighting in guestroom corridors and back of house. In total close to 5,800 LEDs were installed with a combined savings of over 3.67 million watts, resulting in an annual saving of EUR 300,000 a return on investment below 1 year. In 2014 hotels will implement 'wave 2' with an LED retrofit in lobby and restaurant areas.

**3. Impressive LED lighting retrofit in Park Inn by Radisson Hotel Pulkovskaya**

The 800+ room Park Inn by Radisson Hotel Pulkovskaya, St. Petersburg installed 1500 LED bulbs in 2013. The

engineering team started the task in August and finished end of November.

The LEDs were installed in all public areas notably in the lobby of both hotel buildings, one of the restaurants and 21 meeting rooms. The hotel is already seeing good savings and confirms the return on investment of 19 months will be met.

The hotel General Manager, Atakan Turhan confirms: "We are happy we went through with the LED lighting retrofit. The lamps deliver savings and positively affect the lighting design. We are very glad to make a positive contribution to Think Planet and to our budget. Our corporate clients are also very much interested in our Think Planet achievements and Green Key eco-label. In 2014 we will continue our savings with more LED and an upgrade of our Building Management System."

**Employees go for Think Planet**

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

To create energy saving habits among our staff, the 2013 Think Planet employee engagement programme consisted of:

- Back-of-house posters which remind hotel staff to switch off lights and devices.
- Training videos for operational and engineering departments.
- The Lumiquiz – by answering five energy related questions correctly, employees can win an iPad each month.
- Lumi-On-Tour employee awareness campaign on social media. Employees send in eye-catching pictures of the energy savings happening in their hotels. A selection of images is placed on the Responsible Business Facebook page (<https://www.facebook.com/RezidorResponsibleBusiness>). The image with most 'likes' wins the quarterly competition.

**Go for Gold  
Think Planet  
competition**

Employees of the hotel which achieves the biggest energy saving will all receive a folding bicycle. Radisson Blu Waterfront Hotel Cape Town was the winner of the 2012 Go for Gold competition with impressive energy savings of 28% in kWh/m<sup>2</sup> and 17.5% in kWh/occupied room. In the spring of 2013, each employee received a folding bicycle as a Think Planet prize.

**28%**  
energy savings







Radisson Blu Hotel, Amsterdam, Netherlands

## Siemens Building Technologies partners on Think Planet

**The Siemens Building Technologies Division is one of Rezidor’s key partners in the implementation of Think Planet Energy. As part of Think Planet important CAPEX investments are made in various leased hotels to realize a Siemens Building Performance Optimization project.**

The Siemens team offers a holistic approach and proposes integrated projects which allow achieving Think Planet’s targets within 5 years.

The pilot project at the Radisson Blu Hotel Amsterdam kicked off in October 2013. The project will save an estimated 30% of the hotel’s total energy spend and has a payback time of just over four years. It focuses on state-

of-the-art guestroom controls, optimisation of the Siemens Building Management System, installation of LEDs, and a number of additional quick-win measures.

Six other projects will be implemented during 2014 in Belgium, France, Germany and the Nordics.

“We are excited to be contributing to the Think Planet results,” notes Eike-Oliver Steffen, Senior Vice President – Building Performance and Sustainability. “Based on our broad experience in building performance optimisation, we are confident that the hotels we have selected can reach their targets. In the future we will also provide an energy consumption dashboard

with eye-catching information for the hotel team and the guest.”

The Siemens Building Performance Optimisation programme involves an on-site audit, determining individual measurement criteria, and optimising the building management systems and processes according to these criteria. Once the work is completed, energy consumption data is continuously monitored and optimised remotely by energy experts from Siemens.

Siemens has developed and successfully implemented the Building Performance Optimisation programme in around 20 of its own production facilities and in 6,300 properties worldwide.



Eike-Oliver Steffen, Senior Vice President – Head Building Performance & Sustainability, Siemens



# Siemens helps *Rezidor achieve* *Think Planet* targets

# Minimising the **Water and Waste Footprint** in our hotels

## Water

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

### At the end of 2013:

- 71% of guestrooms have water saving toilets
- 79% of guestrooms have aerators to control tap and shower water flows
- 7% of hotels recycle grey water
- 6% collect rainwater for irrigation, car washing and other needs
- 12% of hotels use waterless urinals.

In 2013, water consumption in litres/guest-night (GN) was reduced by 0.9% for the Group as a whole.

We see major regional differences in water use per guest-night. The best performers are Germany and Sweden with consumption per guestnight as low as 212 litres.

Across the Group, we involve guests in towel and sheet replacement programmes. We have an ongoing maintenance programme to complete the installation of water saving devices such as aerators and sensor taps. In new hotels, systems to harvest rainwater or reuse grey water are integrated wherever possible.

### Best practices include:

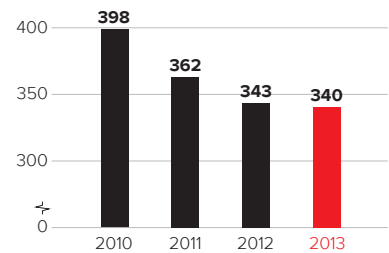
- In a number of Park Inn by Radisson hotels we piloted **Green Housekeeping** whereby guests are offered the option to forego housekeeping services in exchange for Club Carlson points and a Rezidor donation to World Childhood Foundation. Green Housekeeping saves on water and cleaning chemical usage.
- **Hotels in the UK** completed the installation of water saving showerheads and taps. In 2013 25 hotels performed water consumption audits, as a result of which close to 4,000 guestrooms were equipped with water saving showers and tap regulators. These hotels have



been able to reduce their water consumption year-on-year by 23,000 m<sup>3</sup> without compromising guest satisfaction.

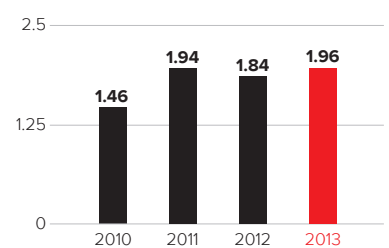
- In a water stressed area like the United Arab Emirates, saving water is essential. **The Radisson Blu Hotel, Dubai Deira Creek** has installed bottle free water dispensers – i.e. this dispenser is directly connected to the water pipeline providing filtered drinking water. The system eliminates the plastic bottled water consumption which helps to reduce the hotel’s waste stream and overall carbon footprint.
- **Hippo Water Saver bags** have been installed in the toilet cisterns at the Radisson Blu Portman Hotel, London. A double Hippo bag reduces toilet flush volume from 9 to 7 litres. The overall savings amount to a staggering 11,300 m<sup>3</sup> of fresh water per year.

Water consumption in litres/guest-night



Data from 247 managed and leased hotels.

Non recycled waste in kg/guest-night



Data from 156 managed and leased hotels.



Several of our hotels use greywater recycling systems.

In the **Radisson Blu Hotel Beijing**, grey water is recycled for use in toilets, the garden and the hotel cooling tower. The greywater reuse system collects the waste water from guest room and staff shower rooms into the grey water tank, then it is pumped into a biological pool for biodegradation. Then after filtration and chemical disinfection, the water is pumped into the clean water tank for reuse. In 2013 the system allowed a reuse of 16,270 m<sup>3</sup>.

In the **Radisson Blu Ulysse Resort and Thalasso** in Djerba Tunisia, the wastewater treatment plant converts the grey water to purified water to irrigate all gardens of the resort. This treated water is full of fertilizing elements such as nitrogen (nitrate) and phosphate which contribute to soil enrichment. In 2013 16,500 m<sup>3</sup> of water were reused – saving precious fresh water.

With these grey water reuse systems both hotels together saved over **13 Olympic swimming pools** in fresh water in 2013.

### Waste

Solid waste is generated by many activities in our hotels including food preparation, consumption of pre-packaged items, guest waste, and cleaning. Rezidor proactively seeks ways to reduce and recycle waste, and to reduce the residual waste which goes to landfill or incineration.

In our Living Responsible Business course, all Rezidor employees are trained in techniques to minimise waste and on the waste hierarchy: Reduce, Reuse, Recycle.

#### At the end of 2013:

- 93% of our hotels had a dedicated waste sorting area.
- 66% of hotels had waste sorting facilities on housekeeping trolleys.
- Overall recycling rate is 29% for hotels.

In the area of waste (both residual and recycled) Rezidor receives reliable data from 156 hotels. Despite many initiatives, residual waste (expressed in kg/guest-night) increased by 6% compared to 2012 levels.



Ralph Goetzmann, General Manager, and Willem Van Der Zee, Area Vice President holding the fish sculpture.

#### 2013 highlights include:

- **Park Inn by Radisson** bans individually wrapped pens. In 2013, Rezidor worked with the company which supplies branded pens for Park Inn by Radisson hotels to avoid single packaging. Hotels now receive the pens wrapped in bags of 50 pens. This change avoids the use of 1,000,000 plastic wrappings per year!
- **A fish sculpture made out of recycled plastic** inspires waste recycling. Berlin artist Gerhard Bär has created a 150 cm long fish from the plastic waste collected at the Radisson Blu Hotel, Berlin. The fish was created from plastic waste such as dry cleaning covers, plastic newspaper bags and plastic covers from the restaurant kitchen. It took employees a week

to collect enough plastic waste to create the fish. Normally this type of waste would go directly into the recycling bin.

The statue – shining bright blue in the lobby – continually reminds guests and employees of one very important message: Think Planet!

- **Food waste training in Central Europe.** It is estimated that a third of all food is wasted. The social and environmental costs of this waste are enormous. Food waste has a detrimental impact on the environment as it squanders the materials, water and energy used in its production. In the UK alone, 4.2 million tonnes of good food and drink is thrown away each year. This equates to 17 million tonnes of carbon dioxide (CO<sub>2</sub>).



Rezidor hotels in Central Europe have identified food waste as a key issue. Chefs in the region have developed a specific food waste reduction workshop. The head chefs of all 74 hotels in the area have received the training which combines food waste tracking, innovation in menu design, and close cooperation with suppliers.

- **Waste separation in meeting rooms with SMART meeting.** In October 2013, Park Inn by Radisson launched SMART meetings with a smart waste recycling bin for meeting rooms. Designed in Italy, the Ovetto bin makes it easy to separate waste into three fractions. It also includes a very clever crusher at the top for PET bottles and cans.
- **Hotels in United Arab Emirates actively reduce waste streams** and maximise recycling. For three consecutive years, the Radisson Royal Hotel Dubai has participated in the Can Collection Campaign with the Emirates Environment Group



The Ovetto recycling bin is part of Park Inn by Radisson Smart Meetings

(EEG). In 2013 the hotel collected over 430 kg of cans. The hotel plans to continue their can collection drive in 2014 and extend it to staff accommodation.

In 2013, the Emirates Environment Group annual collection helped save 382 million tonnes of greenhouse gas emissions, 1,695 mega-watt hours of energy, and stopped 617 m<sup>3</sup> of waste going to landfill.

**Carbon Emissions**

Rezidor’s greenhouse gas emissions primarily result from energy consumption and mainly consist of carbon dioxide emissions. Since 2006, our carbon dioxide and equivalent emissions have been calculated. The assessment focuses on energy related emissions only and contains both scope 1 and 2 emissions.

In 2013, CO<sub>2</sub>-equivalent emissions from electricity, natural gas, heating oil, district heating and LPG gas for the 247 managed and leased hotels for which Rezidor has comprehensive data amounted to 455,616 tonnes. The footprint per guestnight has increased slightly from 22.1 to 22.8 kg CO<sub>2</sub>.

- In 2012 ITP and WTTC, together with all major hospitality companies, launched the Hotel Carbon Measurement Initiative. The Initiative includes a single methodology for calculating carbon dioxide emissions and consistent metrics for communicating the data. Rezidor continues to be an active member of the HCMI working group.
- In 2013, the methodology was rolled-out to all managed and leased hotels and it is used in the Meetings Minus Carbon programme.





**10,000 tonnes**  
of Carbon offset since Earth Day 2013

## Meetings **Minus Carbon**

**Club Carlson<sup>SM</sup>, the global loyalty programme for Carlson Rezidor Hotel Group, is the first loyalty programme in the hospitality industry to commit to a global carbon offsetting initiative.**

Carlson Rezidor offsets emissions for all Club Carlson For Planners meetings and events across the group's seven global hotel brands. This covers 1,077 hotels in operation worldwide. The carbon offsetting initiative – a free service for meeting planners – is managed through Carlson Rezidor's partner, Carbon Footprint Ltd. Piloted with Rezidor Radisson Blu hotels in 2012, the programme was launched worldwide for all Carlson Rezidor brands on Earth Day 2013. To date, over 10,000 tonnes of CO<sub>2</sub> have been offset.

The benefit for the planet and the meeting planner is double as each tonne of CO<sub>2</sub> is offset through the following projects:

- A Verified Carbon Standard (VCS) renewable green-power generation project which is installing windmills in India. VCS offsets must be real, additional, measurable, permanent, and independently verified. VCS delivers trust and credibility to our carbon neutrality programme.
- One tree planted in the Great Rift Valley in Kenya by the Escarpment Environment Conservation Network (ESCONET). ESCONET aims to effectively mobilise and build the Great Rift Valley community's capacity to rehabilitate, conserve and protect the natural ecosystem.

The Kikuyu escarpment forest has a diverse mix of both large and small wildlife, birds and butterflies. It formed a beautiful gateway to the Great Rift Valley until degradation set in. The environment is a major source of water and livelihood for neighbouring communities.

ESCONET members are contributing their time, energy, and resources to plant 30,000 indigenous trees on 30 hectares of the most degraded areas in the Valley.

**Renewable energy *and tree planting* provide a *double benefit* for the climate**



# Greening Hotel Operations

## Green Experience Meetings

In 2013, Radisson Blu Experience Meetings received a special recognition by the Green Meetings Industry Council (GMIC – [www.gmicglobal.org](http://www.gmicglobal.org)). As an industry first, Experience Meetings are recognised for innovation and thought leadership in sustainable meeting support solutions in the hospitality industry.

## Eco-labels

Eco-labels provide an independent third-party audit of each hotel's practices and actions to protect the environment. Our target is to have 100% of our hotels eco-labelled by 2015.

At the end of 2013, a total of 232 Rezidor hotels (69%) across EMEA have received eco-labels. That is a net increase of 15 properties compared to 2012. A complete list of our eco-labelled hotels can be found on page 34.

In some regions and countries, Rezidor already achieved the 100% eco-labelled target. This is the case in the Baltic countries; Belgium, Finland, France, Ireland and the Middle East. Poland is the newest country to be 100% eco-labelled with 8 Green Key hotels.

Started in 2013 and completed before the 2014 Winter Olympics, five hotels in the Sochi area achieved the Green Key eco-label.

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

- Environmental management and monitoring
- Maximum energy and water use
- Energy-efficient lighting
- Waste sorting and recycling
- Controlled use of certain chemicals
- Controlled use of disposable products
- Communication with guests.

## Working with Suppliers

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

Collectively, Carlson's Global Sourcing Council is a driving force for social responsibility and is made up of leaders from the Carlson Rezidor Hotel Group, TGI Fridays, Carlson Wagonlit Travel, and other Carlson business affiliates.

Over the past year, the council has worked to incorporate language into supplier agreements that support Carlson's responsible business values: language that condemns all forms of commercial and sexual exploitation of children (ECPAT) and supports the values of human rights, labour standards, the environment and anti-corruption. This assures 'one voice' and One



Carlson, driving greater responsible business worldwide.

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

Local suppliers are also required to sign the Supplier Code of Conduct and 50% of our hotels actively check on suppliers' responsible business performance. 54% of our hotels also return packaging to suppliers.

## Responsible Renovation and Construction Guidelines

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

When building a new hotel or renovating an existing property, it is important that attention is paid to resource effi-



OMXSUSTAIN  
NASDAQ OMX  
OMX GES SUSTAINABILITY NORDIC

Rezidor is listed on OMX GES  
Sustainability Nordic Index



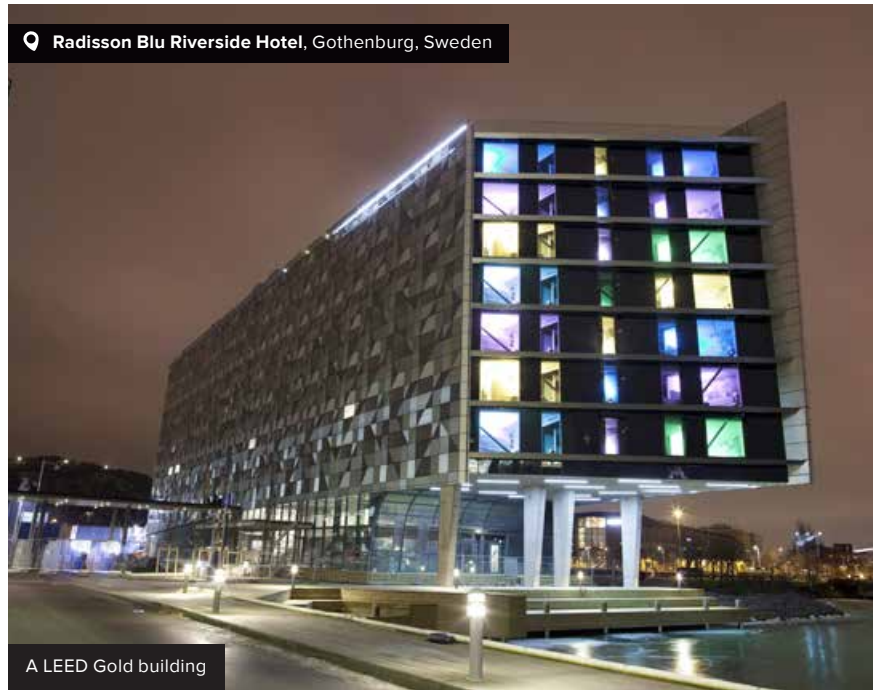
ciency. We want to create buildings with the lowest possible carbon footprint. At Rezidor, this is done in close cooperation with property owners, builders and architects.

For all newly built hotels and major renovations, Rezidor applies Think Planet principles. These are captured in our Responsible Renovation and Construction guidelines. The guidelines cover all relevant issues relating to the construction site and the building itself including:

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

**Environmental Compliance**

Rezidor checks all of our 337 hotels for environmental compliance. No issues with environmental compliance arose in 2013.



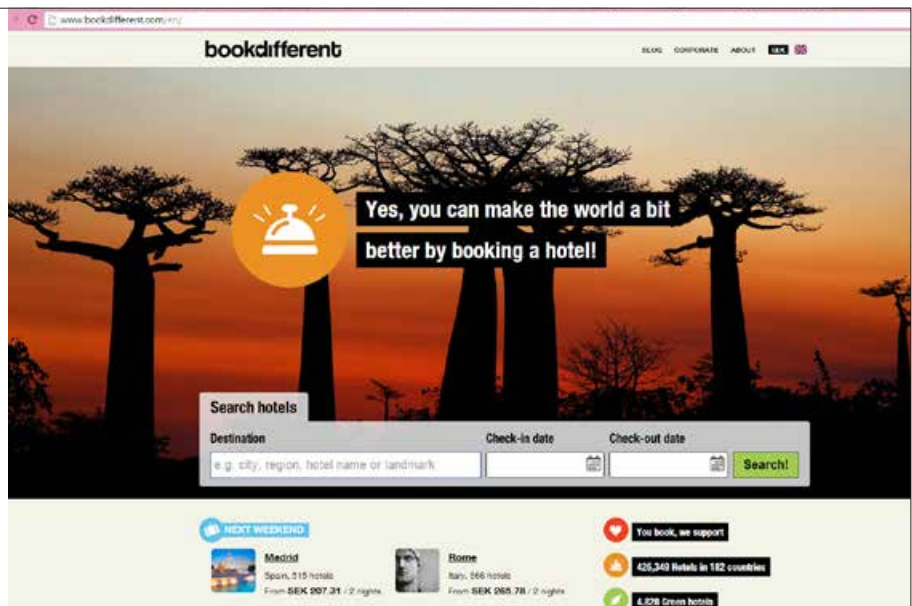
**Reporting Systems**

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

Area management and general managers receive monthly performance statistics and a yearly report on their overall Responsible Business performance, and Think Planet in particular.

**Promoting Green hotels online**

As travellers become more eco-conscious, Rezidor hotels want to make information on their Think Planet activities and results available to the interested traveller. We support reliable eco-travel websites. In 2013, Rezidor eco-labelled hotels became available on the newly launched platforms Greenhopping.eu and Bookdifferent.com.



**35,000**  
*employees*  
**69 countries**



**17** *years*  
*of Business School*



**65%**  
*trained* in the new  
Responsible Business  
course

**85%**  
*of General Managers*  
trained in Proactive  
Leadership

**People**  
are our  
**core capital**

# Health and Safety of our Guests and Employees

With operations in 69 countries, keeping hotel guests and staff safe in sometimes risky local situations is an essential part of our business. Rezidor believes that maintaining appropriate levels of safety and security is dependent on the daily actions of every employee at every level of the company. This requires a dynamic programme that can be adapted to meet changing circumstances in different locations.

## TRIC=S

### – A Formula Tailor-made a Safe, Secure, Decentralized and Dynamic Organisation

In 2007, Rezidor developed and introduced a formula known as TRIC=S, which stands for Threat assessment + Risk evaluation and mitigation + Incident response preparedness + Crisis management, communications and continuity = Safe, secure and sellable hotels. The development of TRIC=S actually started ten years earlier when we announced that the role of corporate safety and security was shifting from a reactive centralized command and control to a more proactive, decentralized and dynamic role that focused on playing a support role to our growing number of hotels in a growing number of locations.

As a formula for individual application rather than a one size fits all prescription the main benefit of TRIC=S is that it is not limited by jurisdiction, by organisation or by other constraints. Threat assessments are based on gathering information from a wide variety of sources, including closely engaging with local communities we operate in, with expert providers of analysis and with our guests and staff. The on line risk evaluation and mitigation system we first put in place in 2006 was upgraded and since 2012 has been freely available for all hotels in all Carlson Rezidor brands in all locations around the world. Incident response focuses on our employees and giving them training, tools and confidence to react immediately when something is not the way it should be so small incidents are not allowed to escalate. However we remain clearly aware that crises can happen and through our partnership with

Carlson our hotels have access to a 24/7/365 global security operations centre that monitors threats, dispatches alerts and is available as an emergency hotline for our hotels.

Since it was originally developed the TRIC=S formula has often been cited as being good practice for managing corporate safety and security. It was included as an example of best practice by the knowledge bank at the Dutch centre for protection of infrastructure and in 2009 and external survey carried out by BGN Risk of London also concluded that TRIC=S was fit for purpose. There is also an increasing awareness that this kind of approach is not only fit for purpose, it is also good for our business.

As the world evolves and communication and information increases difficult decisions need to be taken more quickly and it is becoming increasingly important

### Attentive employees save lives

On a nice summer day in August a guest of the Radisson Blu Hotel Bucharest was in the outdoor swimming pool together with her friends. While swimming, she suffered an epilepsy crisis and lost consciousness in the middle of the pool, without any of her friends noticing.

She literally sank to the bottom of the pool and remained there without any reaction.

One of our Security Supervisors and the lifeguard on duty noticed and acted immediately. They took her out of the pool and gave first aid.

Thanks to their intervention, the guest quickly regained consciousness. An ambulance doctor confirmed that the help offered by our staff saved her life.





that they can be taken further out in the organisation. In their 2006 report *The Business of Resiliency*, the UK think-tank demos confirmed that a decentralized safety and security system was more suitable for the modern world than the older command and control type systems. We acknowledge that every employee at every level in every location has the opportunity at any time to raise or lower the security level through their everyday actions. This helps us focus on our employees as the key deciders that make our hotels safe and secure.

In their recent whitepaper the LRN Freedom Report concluded that the greatest challenge of the 21st Century is to combine growth with increased resiliency and that the right kind of freedom will also create a competitive advantage. The empirical study showed that “High freedom” companies had financial performances 10 times better than “low freedom” companies and 20 times more long term success.



Knowing that the approach we take towards safety and security is backed up by empirical evidence like these studies is important and gives us increased confidence. The formula is simple and the evidence that supports its usefulness is clear. In order to communicate this to all of our employees in all of our hotels we have also chosen a simple clear message as our motto: **Always Care – if you care about people, care about property and care about the world around you, you will be better able to take care of our guests, our hotels and our colleagues.**

That is a message our employees understand and because it aligns to the Carlson credo and the Rezidor 4D strategy it makes us certain that the Think People pillar of our Responsible Business program providing a firm foundation for Rezidor.

### Yes I Can! A great way of working and living

*Yes I Can!* – the core service philosophy of the Rezidor Hotel Group – is so much more than just a slogan: it’s a way of life for our staff, ensuring their best professional – and personal – development.



Guest satisfaction is a key factor for success in the hotel business. So *Yes I Can!* is also Rezidor’s special customer satisfaction programme, reflecting and powering our commitment to always offer alternatives – while seeking the best possible solution in all our interactions with guests, suppliers, colleagues and the community.

### Delight our guests

Creating a healthy and pleasant environment in our hotels is one of Rezidor’s top priorities. A healthy experience in total guest comfort works through air quality, accessibility, food & drink solutions, the fitness and spa options available and choice of guest amenities.

- 88% of our rooms are non-smoking.
- 59% of our hotels are smoke-free.
- 2% of our guestrooms are adapted to the needs of disabled guests.
- 58% of hotels offer fairtrade products (tea, coffee, sugar, fruit, wine, etc.).
- Vegetarian options in each menu.
- Eliminate unsustainable ingredients from the menu (for example, bluefin tuna).

Radisson Blu and Park Inn by Radisson meeting concepts honour principles which are good for the participants’ health and the planet.

## BRAIN FOOD FOR MEETINGS

- More fish, whole grains, eggs, fruit and vegetables
- Use of local and fresh ingredients where feasible
- Pure ingredients with minimal processing
- Less meat and lower fat content (maximum 10%)
- Naturally sweetened food and never more than 10% added sugar



## Smart Meetings and Events

Smartfood for Smart meetings  
Seasonal, local & great tasting

Consider  
Sustainability, fair-trade and natural products



# People Development

## Develop our Talent: developing happy & healthy employees

As a service provider, people are our core capital. The quality of the service we deliver to our guests depends on the willingness and ability of our employees to satisfy customer needs and expectations.

The first pillar of our 4D strategy is Develop our Talent. Rezidor believes in developing talent from within. We offer a range of tools to develop each employee to their full potential. These include the Rezidor 5-step development profile and the Carlson Rezidor Business School and Learning Platform.

Working in a 24/7 operation is very demanding. To support our employees in their task, our hotels offer many opportunities for staff to be fit and healthy. Employee health days are organised in various coun-

tries. They focus on activities such as voluntary health screenings, HIV-AIDS information, eye testing, and group sports.

## Rezidor's 5-step People Development Programme

Rezidor offers employees a comprehensive and ambitious 5-step people development programme. It includes basic training around the Group's unique *Yes I Can!* service philosophy, high-level training to develop on-the-job skills, a Management Development Programme, a company-owned Business School, and a dedicated Mentor-Mentee Programme for future general managers. The programme includes the mandatory New Hire Orientation, on-the-job skills development, *Yes I Can!*, and Responsible Business training.

The Business School @ Rezidor is the learning platform for employees within Rezidor. The School was created in 1996 and is constantly aligned with the vision, brand values and goals of the company.

All courses on offer have an impact on the business objectives of guest satisfaction, employee satisfaction and owner satisfaction. It helps the company to positively influence revenue, quality and value and offers a thought-provoking, stimulating and enjoyable time for all who take part.

In 2013, the Business School offered four international schools and two area schools. As we own the curriculum of the learning platform, many stand-alone courses were organised in the regions. A total of 950 supervisors and managers attended the 20+ courses which were held during 2013.



Responsible Business School, Abu Dhabi.



**“I learnt a lot and now clearly understand the difference between a leader and a manager.”**

#### **Talent Management & Pro-active Leadership**

In 2012, Rezidor launched the Pro-active Leadership Workshop to support all Rezidorians in reaching their full potential. The Workshop assists them to achieve their personal and professional ambitions.

The Workshop encourages participants to question, challenge, and learn from each other. Above all, it requires participants to explore how people can be their best as leaders and develop active relationships.

In 2013, 85% of General Managers from our managed and leased hotels were trained. The response was overwhelmingly positive.

Going hand-in-hand with the Pro-active Leadership Workshop is the Performance Management Process.

Through a series of steps and evaluation moments throughout the year, the Performance Management Process increases the possibilities for individual employees to manage their careers and develop personally. It also enables personal objectives to be consistent with and support the overall organisational strategy and goals. Clear 'lines of sight' to higher-level objectives are established.

#### **New Responsible Business training**

Since 2008, Rezidor's successful Living Responsible Business and Leading Responsible Business courses have been part of the New Hire Orientation and mandatory for all staff. The strengths of the training are its interactivity and intense question and answer sessions.

In 2013 both courses were thoroughly revised and updated by a team of Master Trainers and General Managers. The revamped course now includes the company's targets and programmes in Think Planet, Think People and Think Together.

A total of 27 new Responsible Business Master Trainers were briefed in the new Living and Leading courses. In turn, the Master Trainers rolled-out the new programme to our regional business schools. At the end of 2013, 65% of all staff had been retrained in Responsible Business.

The Living Responsible Business course illustrates how each employee can live Responsible Business in their everyday job and at home. In addition we focus on our Code of Business Ethics, human rights and child protection. Leading Responsible Business focuses on how management staff can drive Responsible Business action plans in their hotels.

Leading  
responsible business

Living  
responsible business

#### **Employees in the spotlight**



##### **Deborah Haines**

Deborah Haines, Rezidor's General Manager of the year 2013, is an excellent example of Rezidor's commitment to give employees every chance to rise within the ranks. Deborah began with the company in 2000 as an executive housekeeper at the Radisson Blu Hotel Manchester Airport. She now is General Manager of the General Manager of the Radisson Blu Belorusskaya Hotel, Moscow.



##### **Miroslav Forejtek**

Miroslav Forejtek, Park Inn Prague (Czech Republic) won the coveted title of the General Manager of the Year, at the Worldwide Hospitality Awards 2013. Miroslav is a seasoned manager and hotelier at heart with more than 25 years of experience. He is a leader who ensures 100% guest satisfaction for our clients, builds a true team spirit among his staff members – according to our unique *Yes I Can!*-service philosophy and enthusiastically champions Responsible Business.



**Employee Satisfaction**

Rezidor aims to be the employer of choice for our people. We care for our employees, involve them in our planning and decision-making processes, and ask for their feedback. Our annual Climate Analysis, a Group-wide employee satisfaction survey (conducted by an external independent party) found that employee satisfaction in 2013 remained high at 87 (out of a maximum of 100). The 2013 survey included 25,771 participants from 268 business units. Compared to 2012, satisfaction has increased. This is an outstanding result within the hospitality and other service industries worldwide.

**Celebrating Diversity – Equal Opportunities**

Taking into account all hotels under all contract types, more than 35,000 employees worked under the Rezidor brands during 2013. The company counts no less than 143 nationalities amongst the workforce, 57% of which is male.

A strong understanding and respect of cultural differences is essential to Rezidor. Diversity amongst the workforce in our hotels is as old as the hospitality industry itself. Experience across different hotels and different countries is an integral part of any hospitality career.

The Rezidor Hotel Group supports staff transfers throughout the hotels in all countries, enabling our employees to grow with Rezidor and to develop themselves.

Employees are hired for their *Yes I Can!* attitude and willingness to serve the guest. Cultural differences enable us as an employer, and as a host, to cater to the needs of our clientele on an individual basis. Rezidor’s Equal Opportunities Policy states that no discrimination due to age, race, religion, gender or disability is allowed, and all our hotels have procedures in place to ensure this is the case.

**Empowering Employees and Social Dialogue**

Rezidor pays fair wages according to industry standards. Rezidor respects the rights of employees to join trade unions if they so choose and to bargain collectively in accordance with local laws.

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

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



**Time for Inclusive Business**

IT’S AFRICA’S TIME is a partnership between the United Nations Development Programme (UNDP) and Regency Foundation Network (RFN). The goal of the venture is to promote and encourage the adoption of the ‘inclusive business’ model as a component of corporate growth in Africa. The partners aim to demonstrate how this approach can make a contribution towards the UN’s Millennium Development Goals.

Rezidor became a corporate partner of It’s Africa’s Time in 2013. Our employment programmes for youth were featured in a television programme. You can watch the episode on [www.responsiblebusiness.rezidor.com](http://www.responsiblebusiness.rezidor.com)



**Staff health days in Central Europe**

Thirteen special employee health days were held in Central Europe last September. Activities for employees included health coaching, complimentary physician check-ups, after work running, yoga classes, and blood donations. For example, the Park Inn by Radisson Sofia organised a session with a nutritionist on healthy diets. The session included a bio-coffee break and yoga class.





## Educating young people **for work and for life**

**In many countries around the world – including both developed and developing nations – youth unemployment remains extremely high; far higher than other age groups in the population.**

Globally the hospitality industry is almost uniquely placed to tackle this issue. With hotels often placed near disadvantaged communities but able to offer ground level employment opportunities to local people, with genuine career paths and prospects to climb the ladder, they can offer real hope to young people and their families.

Youth Career Initiative, a 24-week life and work skills programme, connects the hotel industry and the group of underprivileged youngsters. To date the YCI programme has benefited about 2,400 students in 12 countries.

Rezidor hotels in 4 countries have trained youngsters in the past years. The most recent graduation ceremony was in the Radisson Blu Hotel Addis Ababa. Two of the YCI graduates are now employed in the hotel.

Stephen Farrant, Director of the International Tourism Partnership, comments: ‘We have had the pleasure of welcoming Rezidor as a new lead partner for YCI in 2013. The partnership will allow for a faster and easier roll-out of the YCI training cycles to more countries.’

These transformative opportunities, offering both classroom-based and on-the-job training, often spark a real passion for the hospitality trade. Each young person reached can aspire to greater economic prosperity, for them and for their families, and become a role model in

their community through their employment or further studies.

Building on the success of existing country programmes YCI wishes to expand this important education and employability initiative within the hospitality industry through the introduction of a new franchised model. Its aim is to train over 650 young people per year by 2015.



Stephen Farrant,  
Director,  
International  
Tourism Partnership

# Rezidor becomes **lead partner** of the **Youth Career Initiative**





**700**

activities for  
the community

**THINK  
TOGETHER**

EUR

**690,000**

raised for  
*charity projects*

**10<sup>th</sup>**

anniversary  
Responsible  
Business

*Action Month*

EUR

**127,000**

for **World Childhood Foundation**

*Proudly*  
**contributing** to  
**local communities**



# Business Ethics

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## and Community Action

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In many communities where we operate there are important local social needs. Rezidor hotels contribute by giving volunteer assistance and funding.

**C**arlson Rezidor Hotel Group supports the World Childhood Foundation (Childhood) as our corporate charity. Cooperation with this worldwide organisation, founded by HRH Queen Silvia of Sweden, dates back to 2007 and engages our hotels each year in fundraising for Childhood.

The World Childhood Foundation is a non-profit organisation dedicated to serving the most vulnerable children in the world including: street children, sexually abused and exploited children, children trafficked for sexual purposes, and institu-

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

Rezidor's mission is to provide its several million annual guests 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 fits well with who we are as a company and as a corporate citizen.

### Little Moments, Big Magic

Just one example of Childhood's 100 projects around the globe is Little Moments, Big Magic, Russia.

Little Moments, Big Magic in Moscow links adult volunteers (Bigs) and children (Littles). By providing caring and compassionate adult role models that communicate and relate to the child individually, the programme provides children with healthy behaviour models. The children can discuss their future hopes and dreams with someone who will listen and encourage them, and above all, give them self-esteem, dignity and hope for a better life. Professional programme staff regularly monitor the relationships together with social workers and psychologists.

# CHILDHOOD

WORLD CHILDHOOD FOUNDATION  
www.childhood.org

# ”

– I will never forget when I travelled to the Ukraine with my mother; it was one of my first travels with Childhood. We visited an organisation that supports children who have been victims of trafficking, which is the commercial trade of people and often involves sexual abuse. Talking to two girls my age and hearing about their experiences was terrifying. One of them had been kidnapped during a holiday in Turkey, and had her passport taken from her. I remember thinking to myself that this could just as well have happened to me or one of my friends.

**Princess Madeleine of Sweden**



### Celebrating 10 years of action for the community: Responsible Business Action Month 2003–2013

In September each year – Responsible Business Action Month (RBAM) – our hotels give extra focus to community activities. This year we proudly celebrated the 10th anniversary of RBAM.

RBAM started in 2003 with the first action month for the community. At that time, 80 hotels participated. Today RBAM

is celebrated by 1,100 Carlson Rezidor Hotels worldwide – a ten-fold increase in its impact in a decade.

The enthusiasm of our hotels in this anniversary action month exceeded all expectations. In total Carlson Rezidor hotels across the Europe, the Middle East and Africa organised more than 690 activities for Childhood and a series of local charities.

During the year our hotels have raised a staggering EUR 690,000 for Childhood and various other charities. Hotel employees have volunteered the equivalent of close to 3,500 working days for local charities during the year and especially during RBAM.

### Fundraising for the Philippines

When Typhoon Haiyan struck the Philippines in November, Rezidor donated EUR 60,000 to people displaced by the disaster. In Rezidor's name and to honour of Carlson's 75th anniversary, the Carlson Family Foundation added an additional EUR 6,500, increasing the total donation to EUR 66,500.

"More than 1,000 of our team members across EMEA are from the Philippines. We want to show that our

thoughts are with them and the victims of typhoon Haiyan," explained Wolfgang M. Neumann, President & CEO of Rezidor.

Rezidor's Radisson Blu and Park Inn by Radisson properties launched fundraising events for the Philippines, organised charity concerts, sold Christmas balls, and auctioned designer furniture. Donations in kind made an additional impact. Our hotels in Dubai, Muscat and

Doha sent 100 boxes filled with 6,000 kg of clothing and dry food to the Philippines.

EUR

# 66,500

donated by Rezidor to victims in the Philippines





Highlights of community action include:

- (1) The popular charity drive **“The Box Appeal”** in the Middle East is back for the 6th consecutive time. Fifteen Radisson Blu- and Park Inn by Radisson hotels in 7 countries distributed 15,000 boxes filled with necessities to labourers and people in need. This equals a donation in kind of about EUR 300,000. Six years ago, the Box Appeal started as the bright idea of two creative employees.
- (2) Three Carlson Rezidor hotels in Amsterdam organised an **18-hole charity Street Golf event** in the business park around the Schiphol Airport hotels. To top it off, golfers could try to land a golf ball in a convertible car parked 100 m away. The event raised EUR 11,000 for KIKA, a Dutch fund supporting kids with cancer.
- (3) A Radisson Blu team cycled the 750 kms of **the Baltic Way** and collected EUR 10,000 for “the Care Mobile”, a mobile clinic that brings healthcare to children in remote Latvian villages. The Baltic Way is the same route running through 3 Baltic States where a human chain peacefully protested and started the independence process in 1989.
- (4) 61 Hotels helped to clean up their local surroundings in **World Cleanup 2013**. Together they collected 17,000 kilograms of waste or about 340 large garbage bags.
- (5) Because ‘You can’t teach a hungry child’ more than 50 employees of our Radisson Blu and Park Inn by Radisson Hotels In Cape Town, South Africa walked the **“Blisters for Bread”** charity walk in support of the Peninsula School Feeding Association.
- (6) The employees of the Rezidor central support office and hotels in Brussels **volunteered 230 hours** with Serve the City projects in Brussels. Amongst the volunteers was Wolfgang Neumann, CEO of Rezidor, and many of the Executive Team members.
- (7) **“Stairways into the Blu(e)”**: One Sunday in September the 25 floor staircase of the Radisson Blu Hotel Hamburg turned into a ‘running’ track. 50 Runners climbed 25 500 steps in total to fundraise for Childhood.
- (8) One of 5 very sporty teams, The CEO and son of the owners of our Radisson Blu Resorts in Malta ran 51 kilometres. The pair made up one of the five very sporty teams that raised **EUR 110,000 for the Ladybird Foundation**.

## Happy children with ‘Quids for Kids’

In 2013, Carlson Rezidor’s UK hotels partnered with Variety, the Children’s Charity to raise funds which will be used to improve the lives of sick, disabled and disadvantaged children.

‘Quids for Kids’ was quickly launched to boost the fundraising pot for both Variety and the World Childhood Foundation. The initiative adds an optional GBP 1 donation to guest bills. The money raised is shared equally between the two charities. Quids for Kids raised EUR 81,750 in 2013.

Hotel teams have embraced the opportunity to make a difference for children through Variety. The Radisson Blu Portman Hotel, London hosted a Teddy Bear’s Picnic for disadvantaged children. The Park Inn York and Radisson Blu Leeds joined forces to collect and donate over 170 Christmas gifts to children who otherwise may not have received one.

The hotels raised enough money to buy their first Sunshine Coach in December. It has been donated to a special school in Manchester for children with severe disabilities.







### Ethical Responsibility

In 2013 – for the fourth year in a row – Rezidor was listed as one of the world's most ethical companies by the Ethisphere Institute, a US think-tank dedicated to business ethics.

Ethical companies are identified by a committee of leading attorneys, professors, government officials and organisation leaders. The methodology for the World's Most Ethical ranking covers seven distinct categories: Corporate Citizenship and Responsibility, Corporate Governance, Innovation that Contributes to Public Well Being, Industry Leadership, Executive Leadership and Tone from the Top, Legal, Regulatory and Reputation Track Record, and Internal Systems and Ethics/Compliance Programme. The highest scoring companies in each industry became the 2013 World's Most Ethical Companies. For more information go to [www.ethisphere.com](http://www.ethisphere.com).

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

At Rezidor, our corporate Code of Ethics is shared with all employees during their *Yes I Can!* training and in their WHY? information booklets.

In 2013, Rezidor employees received specific communication from Wolfgang M. Neumann, President & CEO, on the importance of the Code of Business Ethics.

An interactive Bribery Act e-learning module and a training session for managers were rolled out in 2013 to 70% of

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

The second pillar of ethics in Rezidor is [www.rezidorethics.com](http://www.rezidorethics.com), a website run by an independent third-party organisation – Ethics Point. Employees can use this site to find information on our Code and report concerns anonymously.

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

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

The Rezidor Hotel Group receives no direct or significant financial subsidies from governmental organisations in the countries where we operate hotels. However, a number of our hotels have received subsidies or tax relief for their Think Planet environmental investments. This has occurred in Germany, Norway, Ireland and the UK.

### Protecting the World's Children

Rezidor's majority shareholder Carlson was the first hospitality group in the world to sign the ECPAT Code on preventing human and child trafficking. As part of the global Carlson Rezidor Hotel Group, Rezidor fully endorses the Code and applies its requirements and guidelines in all of our 337 properties. Hotels and hotel staff must be alert to potentially suspect situations and report them to their superiors and to relevant local organisations.

Find out more about the 6 commitments on [www.thecode.org](http://www.thecode.org).



### Code of Business Ethics

The Code in short:

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

## A magic Winter ball for Children in Need

**The 2013 VI Winter Charity Masquerade Ball raised a record EUR 61,000.**

The Winter Charity Ball has been a grand event for six years. Last year's funds were used to support eight orphans of the SOS Children's Village in Astana who entered local universities and colleges, repair two SOS buildings, and provide equipment for children with needs.

This year the Ball welcomed a group of young debutantes and cavaliers who had the honour of presenting the opening dance. The dancers auditioned months before the Ball and spent weeks learning traditional Viennese waltzes.

A group of children from the SOS Children's Village Astana gave a special performance and sang Christmas songs.

"The 2013 Winter Charity Masquerade Ball has been our most successful event," notes Fedor Filimonov, General Manager of the Radisson Hotel Astana and Park Inn by Radisson Astana. "The turnout for this evening speaks for itself. **It's important that we keep working on fundraising initiatives. It is not an easy task but it is more than worth it.**"



## We made Poland run!

**A nationwide charity event for 4,600 runners raising EUR 90,000.**

Three years ago, the Radisson Blu Krakow and UBS Poland initiated the first Poland Business Run – the first ever charitable run to fund prostheses for local handicapped youngsters.

Over the years it has grown into a hugely successful run with 4,600 runners in 3 cities. This year over EUR 90,000 was raised. Amongst the runners were 35 employees of Radisson Blu Hotel Krakow, Park Inn By Radisson Hotel Krakow and the Radisson Blu Hotel Wroclaw.

The amount allows buying artificial limbs for young people through the Jasiak Mela Beyond Horizons Foundation. One of the beneficiaries of the event – 25 years old Agnieszka, who was born without legs, commented: **"I can't believe that so many people get involved in this wonderful action. I am very touched, this is the best day in my entire life – I will be able to walk".**

# Summary of Progress

Responsible Business Indicators	2013 Result	2012 Result	
<b>Employees</b>			
<i>We educate and facilitate our employees to make a conscious decision in favour of environmental, ethical and social issues in their private and work lives.</i>			
Percentage of hotels that comply with local labour laws (working hours, freedom of association, equal, opportunities and non-discrimination)	100%	100%	→
Employee satisfaction: Climate Analysis score	87%	86.5%	↗
Percentage of hotels that have made information on rezidorethics.com available to employees	97%	97%	→
<b>Customers</b>			
<i>We inform and make it easy for our guests to participate in the Responsible Business activities at our hotels. We provide a healthy environment and offer healthy, nutritious, organic and Fairtrade food and beverages.</i>			
Third party eco-labels (% of all Rezidor hotels)	69%	65%	↗
Responsible Business page on hotel website (% of all Rezidor hotels)	75%	70%	↗
Provide refillable amenity dispensers in public washrooms (% of all Rezidor hotels)	93%	94%	↘
Facilities for waste sorting by guests (% of all Rezidor hotels)	37%	39%	↘
Percentage of hotel rooms that are non-smoking	88%	87%	↗
Percentage of non-smoking hotels (guestrooms and public spaces)	59%	54%	↗
<b>Property owners</b>			
<i>We work together with property owners to find innovative solutions that satisfy our economic, environmental and social objectives.</i>			
Number of hotel owners informed about the Responsible Business programme and hotel activities	95%	97%	↘
<b>Shareholders</b>		Annual and Responsible Business Report Responsible Business included in investor presentations and roadshows.	
<i>We provide shareholders and investors with timely, accurate and transparent information on Responsible Business risks and opportunities.</i>			
<b>Suppliers</b>			
<i>We purchase products that have a reduced environmental impact during their life cycle, from suppliers that demonstrate environmental and social responsibility.</i>			
Percentage of hotels sharing Rezidor Supplier Code of Conduct with their suppliers	79%	79%	→
Percentage of hotels which request or provide advice on how suppliers can improve their environmental, social or ethical performance	30%	28%	↗
Serve organic-certified food items (% of all Rezidor hotels)	61%	55%	↗
Serve Fairtrade-certified products (% of all Rezidor hotels)	58%	47%	↗



Responsible Business Indicators	2013 Result	2012 Result	
<b>Authorities</b>			
<i>We require our managers to abide by local and international legislation, especially regarding labour laws, health and safety, human rights and the environment.</i>			
Legal cases in legislation related to Responsible Business (environment, anti-bribery)	ZERO	ZERO	
<b>Community</b>			
<i>We take an active role in the international Responsible Business community, and contribute to the local communities where we operate.</i>			
Amount of money raised for corporate and local charities (in EUR)			
World Childhood Foundation	127,000	76,966	↗
Local charities	563,769	396,517	↗
Number of hotels participating in Responsible Business Action Month in September	265	265	→
<b>Environment</b>			
<i>We continuously strive to improve our performance in the areas of energy, water, chemical and resource consumption, and waste generation in order to reduce our impact on the environment without sacrificing the comfort or experience of our guests.</i>			
Energy use (kWh/m <sup>2</sup> )	281	284	↘
Energy use (kWh/occupied room)	91	92	↘
CO <sub>2</sub> -equivalent emissions in kg/guest-night (GN)	22.8	22.1	↗
Water usage (litres/GN)	340	343	↘
Residual waste to landfill or incineration (kg/GN)	1.96	1.84	↗

# 232 Eco-labelled Hotels

## Austrian Eco-Label (1)

Park Inn by Radisson Uno City, Vienna

## Breem (1)

Radisson Blu Hotel, East Midlands Airport

## Golden Leaf (1)

Radisson Blu Hotel, Beijing

## Green Globe (2)

### Germany

Radisson Blu Hotel, Cottbus

### Egypt

Radisson Blu Resort, El Quseir

## Green Hospitality Award, Ireland (12)

Radisson Blu Royal Hotel, Dublin  
 Radisson Blu Farnham Estate Hotel, Cavan  
 Radisson Blu St. Helen's Hotel, Dublin  
 Radisson Blu Hotel, Dublin Airport  
 Radisson Blu Hotel, Athlone  
 Radisson Blu Hotel & Spa, Galway  
 Radisson Blu Hotel, Limerick  
 Radisson Blu Hotel, Letterkenny  
 Park Inn by Radisson Cork Airport  
 Radisson Blu Hotel & Spa, Cork  
 Park Inn by Radisson Shannon  
 Airport-member  
 Radisson Blu Hotel & Spa, Sligo

## Green Key (143)

### Austria

Park Inn by Radisson Linz  
 Radisson Blu Style Hotel, Vienna

### Azerbaijan

Park Inn by Radisson Azerbaijan, Baku

### Bahrain

The Diplomat Radisson Blu Hotel

### Belgium

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

### Bulgaria

Park Inn by Radisson Sofia  
 Radisson Blu Grand Hotel, Sofia

### Croatia

Radisson Blu Resort & Spa, Dubrovnik  
 Sun Gardens  
 Radisson Blu Resort, Split

### Czech Republic

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

### Denmark

Radisson Blu Fredensborg Hotel,  
 Bornholm

### Egypt

Radisson Blu Hotel, Cairo Heliopolis

### Estonia

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

### France

Radisson Blu Hotel, Biarritz  
 Radisson Blu 1835 Hotel & Thalasso,  
 Cannes  
 Radisson Blu Resort, Arc 1950  
 Park Inn by Radisson Nancy  
 Park Inn by Radisson Lille Grand Stade  
 Park Inn by Radisson Macon  
 Radisson Blu Hotel, Lyon  
 Radisson Blu Hotel, Marseille Vieux Port  
 Park Inn by Radisson Nice Airport  
 Radisson Blu Hotel, Nice  
 Radisson Blu Hotel, Nantes  
 Park Inn by Radisson Paris Charles De  
 Gaulle Airport  
 Radisson Blu Ambassador Hotel,  
 Paris Opéra  
 Radisson Blu Hotel, Paris-Boulogne  
 Radisson Blu Hotel at Disneyland® Resort  
 Paris  
 Radisson Blu Le Metropolitan Hotel,  
 Paris Eiffel  
 Radisson Blu Hotel, Champs Elysees, Paris  
 Radisson Blu Hotel, Paris Charles de  
 Gaulle Airport  
 Radisson Blu Le Dokhan's Hotel,  
 Paris Trocadero  
 Radisson Blu Hotel, Toulouse Airport  
 Park Inn by Radisson Orange

### Georgia

Radisson Blu Hotel, Batumi  
 Radisson Blu Iveria Hotel, Tblisi

### Germany

Radisson Blu Hotel, Berlin  
 Radisson Blu Hotel, Cologne  
 Radisson Blu Gewandhaus Hotel, Dresden  
 Radisson Blu Hotel, Dortmund  
 Radisson Blu Scandinavia Hotel,  
 Düsseldorf  
 Radisson Blu Media Harbour Hotel,  
 Düsseldorf  
 Park Inn by Radisson Erfurt-Apfelstädt  
 Radisson Blu Hotel, Karlsruhe  
 Park Inn by Radisson Frankfurt Airport  
 Radisson Blu Hotel, Frankfurt  
 Radisson Blu Hotel, Hannover  
 Radisson Blu Hotel, Hamburg  
 Radisson Blu Hotel, Hamburg Airport  
 Park Inn by Radisson Lübeck  
 Radisson Blu Senator Hotel, Lübeck  
 Park Inn by Radisson Munich Frankfurter  
 Ring  
 Park Inn by Radisson Munich East

Park Inn by Radisson Nürnberg  
 Radisson Blu Resort Schloss Fleesensee  
 Radisson Blu Hotel, Rostock  
 Park Inn by Radisson Stuttgart  
 Radisson Blu Schwarzer Bock Hotel,  
 Wiesbaden  
 Radisson Blu Hotel, Neubrandenburg

### Kuwait

Hotel Missoni Kuwait  
 Unbranded Oasis Hotel Kuwait  
 Radisson Blu Hotel, Kuwait

### Latvia

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

### Lebanon

Radisson Blu Martinez Hotel, Beirut

### Lybia

Radisson Blu Al Mahary Hotel, Tripoli

### Lithuania

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

### Netherlands

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

### Oman

Park Inn by Radisson Muscat  
 Radisson Blu Hotel, Muscat

### Poland

Radisson Blu Hotel, Gdansk  
 Park Inn by Radisson Krakow  
 Radisson Blu Hotel, Krakow  
 Radisson Blu Hotel, Szczecin  
 Radisson Blu Centrum Hotel, Warsaw  
 Radisson Blu Sobieski Hotel, Warsaw  
 Radisson Blu Hotel, Wroclaw

### Romania

Radisson Blu Hotel, Bucharest

### Russia

Park Inn by Radisson Rosa Khutor  
 Radisson Blu Resort & Congress Centre,  
 Sochi  
 Radisson Blu Beach Resort & Spa, Sochi  
 Radisson Blu Hotel, Rosa Khutor  
 Radisson Hotel, Kaliningrad  
 Park Inn by Radisson Pribalitiskaya,  
 St. Petersburg  
 Park Inn by Radisson Pulkovskaya,  
 St. Petersburg  
 Park Inn by Radisson Nevsky,  
 St. Petersburg

Radisson Royal Hotel, St. Petersburg  
 Radisson Sonya Hotel, St. Petersburg  
 Park Inn by Radisson Veliky Novgorod  
 Park Inn by Radisson Sheremetyevo  
 Airport, Moscow

#### *Saudi Arabia*

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

#### *Spain*

Radisson Blu Hotel, Madrid Prado  
 Switzerland  
 Radisson Blu Hotel, Basel  
 Radisson Blu Hotel, St. Gallen  
 Grand Hotel National  
 Radisson Blu Hotel, Lucerne  
 Park Inn by Radisson Lully  
 Park Inn by Radisson Zurich Airport  
 Radisson Blu Hotel, Zurich Airport

#### *Tunisia*

Park Inn by Radisson Ulysse Resort &  
 Thalasso, Djerba  
 Radisson Blu Resort & Thalasso, Djerba  
 Radisson Blu Ulysse Resort & Thalasso,  
 Djerba

#### *Turkey*

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

#### *Ukraine*

Park Inn by Radisson Donetsk  
 Radisson Blu Hotel, Kiev  
 Radisson Blu Resort, Bukovel  
 Radisson Resort, Alushta

#### *United Arab Emirates*

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

#### **Green Leaf (1)**

##### *South Africa*

Radisson Blu Hotel, Sandton  
 Johannesburg

#### **The Green Tourism Business Scheme, UK (28)**

Radisson Blu Hotel, Durham  
 Park Inn by Radisson Belfast  
 Radisson Blu Hotel, Belfast  
 Park Inn by Radisson Birmingham Walsall  
 Park Inn by Radisson Birmingham West,  
 M5 J1 (West Bromwich)  
 Radisson Blu Hotel, Birmingham  
 Radisson Blu Hotel, Bristol  
 Radisson Blu Hotel, Cardiff  
 Hotel Missoni Edinburgh  
 Radisson Blu Hotel, Edinburgh  
 Radisson Blu Hotel, Glasgow  
 Radisson Blu Waterfront Hotel, Jersey  
 Radisson Blu Hotel, Leeds  
 Park Inn Watford  
 Park Inn Heathrow, London  
 Radisson Blu Portman Hotel, London  
 Radisson Blu Hotel, Liverpool  
 Park Inn by Radisson Bedford  
 Park Inn by Radisson Manchester, Victoria  
 Radisson Blu Hotel Manchester Airport  
 Park Inn by Radisson Nottingham  
 Park Inn by Radisson Northampton  
 Park Inn by Radisson Palace,  
 Southend-on-Sea  
 Park Inn by Radisson Harlow  
 Radisson Blu Hotel London Stansted  
 Airport, Stansted  
 Park Inn by Radisson Peterborough  
 Radisson Blu Hotel, Durham  
 Park Inn by Radisson Telford

#### **Hungarian Green Hotel Award (2)**

Radisson Blu Béke Hotel, Budapest  
 Park Inn by Radisson Sarvar

#### **Maltese Eco-label (1)**

Radisson Blu Bay Point Resort, St. Julian's

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

##### *Denmark*

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

##### *Finland*

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

##### *Norway*

Radisson Blu Hotel, Ålesund  
 Radisson Blu Hotel Norge, Bergen

Radisson Blu Hotel, Bodø  
 Radisson Blu Caledonien Hotel,  
 Kristiansand  
 Radisson Blu Polar Hotel, Spitsbergen  
 Park Inn by Radisson Oslo  
 Park Inn by Radisson Oslo Airport  
 Radisson Blu Scandinavia Hotel, Oslo  
 Radisson Blu Plaza Hotel, Oslo  
 Radisson Blu Airport Hotel, Oslo  
 Radisson Blu Hotel Nydalen, Oslo  
 Radisson Blu Atlantic Hotel, Stavanger  
 Radisson Blu Royal Hotel, Stavanger  
 Radisson Blu Resort, Trysil  
 Radisson Blu Hotel, Tromsø  
 Radisson Blu Royal Garden Hotel,  
 Trondheim  
 Radisson Blu Hotel, Trondheim Airport

##### *Sweden*

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



# GRI Standard Disclosures Table

AR = Rezidor Annual Report 2013

RBR = Rezidor Responsible Business Report 2013

Indicator according to Global Reporting Initiative (G3)	Page
<b>1. Strategy and Analysis</b>	
1.1 Statement from the CEO	RBR 1
1.2 Description of key impacts, risks, and opportunities	RBR 4
<b>2. Organisational Profile</b>	
2.1 Name of the organisation	RBR 2
2.2 Primary brands, products, and/or services	RBR 2
2.3 Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	RBR 2, AR 10–15, 70, 80
2.4 Location of organisation's headquarters	RBR 41
2.5 Number of countries where the organisation operates, and names of countries with major operations	AR 10–15
2.6 Nature of ownership and legal form	AR 80
2.7 Markets served	RBR 2
2.8 Scale of the reporting organisation	RBR 2, AR 10
2.9 Significant changes during the reporting period regarding size, structure, or ownership	AR 80, 89
2.10 Awards received in the reporting period	RBR 7, AR 36
<b>3. Report Parameters</b>	
REPORT PROFILE	
3.1 Reporting period	
3.2 Date of most recent previous report	RBR inside front cover
3.3 Reporting cycle	
3.4 Contact point for questions regarding the report or its contents	RBR 41
REPORT SCOPE AND BOUNDARY	
3.5 Process for defining report content, including:	
• Determining materiality	
• Prioritising topics within the report	RBR 4
• Identifying stakeholders the organisation expects to use the report	
3.6 Boundary of the report	RBR inside front cover
3.7 State any specific limitations on the scope or boundary of the report	
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations	AR inside front cover, 21
3.10 Explanation of the effect of any re-statements of information provided in earlier reports	
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	AR inside front cover
3.12 Table identifying the location of the Standard Disclosures in the report	RBR 37
<b>4. Governance, Commitments, and Engagement</b>	
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	
4.2 Indicate whether the Chair of the highest governance body is also an executive officer	AR 89–96
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	

Indicator according to Global Reporting Initiative (G3)	Page
<b>STAKEHOLDER ENGAGEMENT</b>	
4.14 List of stakeholder groups engaged by the organisation	RBR 6
4.15 Basis for identification and selection of stakeholders with whom to engage	
<b>5 Performance Indicators</b>	
<b>ECONOMIC PERFORMANCE INDICATORS</b>	
<i>Aspect: Economic Performance</i>	
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	AR 48–53 RBR 27
EC2 Financial implications and other risks and opportunities for the organisation's activities due to climate change	RBR 4
EC4 Significant financial assistance received from government	RBR 31
<i>Aspect: Indirect Economic Impacts Core</i>	
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	RBR 27
<b>ENVIRONMENTAL PERFORMANCE INDICATORS</b>	
<i>Aspect: Energy</i>	
EN3 Direct energy consumption by primary energy source	RBR 10
EN5 Energy saved due to conservation and efficiency improvements	RBR 10
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 10
<i>Aspect: Emissions, Effluents, and Waste</i>	
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved	RBR 9–16
<b>SOCIAL PERFORMANCE INDICATORS</b>	
<b>LABOUR PRACTICES AND DECENT WORK INDICATORS</b>	
<i>Aspect: Employment</i>	
<i>Aspect: Training and Education</i>	
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	RBR 23
LA12 Percentage of employees receiving regular performance and career development reviews	RBR 23
<b>HUMAN RIGHTS PERFORMANCE INDICATORS</b>	
<i>Aspect: Investment and Procurement Practices</i>	
HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	RBR 18
HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	RBR 24
<b>SOCIETY PERFORMANCE INDICATORS</b>	
<i>Aspect: Corruption</i>	
SO3 Percentage of employees trained in organisation's anti-corruption policies and procedures	RBR 31
SO4 Actions taken in response to incidents of corruption	RBR 31
<i>Aspect: Public Policy</i>	
SO5 Public policy positions and participation in public policy development and lobbying	RBR 31
SO6 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	RBR 31
<i>Aspect: Compliance</i>	
SO8 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	RBR 19, 31
<b>PRODUCT RESPONSIBILITY PERFORMANCE INDICATORS</b>	
<i>Aspect: Product and Service Label</i>	
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	RBR 3

# Global Compact Compliance

Principles of the Global Compact	Rezidor Systems and Processes
<b>HUMAN RIGHTS</b>	
<b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights.	Code of Business Ethics Living & Leading Responsible Business training Employee Handbook – Why Booklet Supplier Code of Conduct and agreements
<b>Principle 2:</b> Businesses should make sure that they are not complicit in human rights abuses.	Code of Business Ethics My Rights @ Rezidor www.rezidorethics.com Policy on the Facilitation of Prostitution Supplier Code of Conduct and agreements
<b>LABOUR</b>	
<b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Human Resources Guidelines Employee Handbook European Workers Councils Supplier Code of Conduct
<b>Principle 4:</b> Businesses should support the elimination of all forms of forced and compulsory labour.	Code of Business Ethics Supplier Code of Conduct and agreements
<b>Principle 5:</b> Businesses should support the effective abolition of child labour.	Code of Business Ethics ECPAT Code of Conduct Supplier Code of Conduct and agreements
<b>Principle 6:</b> Businesses should support the elimination of discrimination in respect to employment and occupation.	Human Resources Guidelines Employee Handbook Living & Leading Responsible Business training Policy on Recruitment and Selection Transfer Policy Policy on Sexual Harassment and Illicit Activities Social Networking Policy Supplier Code of Conduct
<b>ENVIRONMENT</b>	
<b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges.	Responsible Business Policy Responsible Construction and Renovation Guidelines Environmental reporting and targets
<b>Principle 8:</b> Businesses should undertake initiatives to promote greater environmental responsibility.	Global Compact Caring for Climate Responsible Business Policy Responsible Construction and Renovation Guidelines Think Planet tools Living & Leading Responsible Business training Supplier Code of Conduct
<b>Principle 9:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.	Responsible Construction and Renovation Guidelines Think Planet tools and guest-facing communication Club Carlson Meetings Minus Carbon Eco-labelled hotels
<b>ANTI CORRUPTION</b>	
<b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery.	Global Information Security Policy Code of Business Ethics and anti-bribery training Anti-Fraud Policy Internal Audit Supplier Code of Conduct



# Rezidor Responsible Business Timeline

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

## 1988

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

## 1989

First environmental policy driven by SAS Group.

## 1996

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

## 2001

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

## 2003

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

## 2004

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

## 2007

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

## 2008

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

## 2009

Rezidor signs the United Nations Global Compact.

## 2010

- First time awarded as one of the World's Most Ethical Companies by the Ethisphere Institute.
- First global responsible business action month with Carlson Companies.

## 2011

- Rezidor targets 100% eco-labelled hotels by 2015 and achieves an eco-label for 55% of hotels.

## 2012

- Think Planet Energy saving initiative targets 25% consumption savings in 5 years.

Over **20 years** of a  
**continuous**  
**commitment**  
to Responsible Business

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

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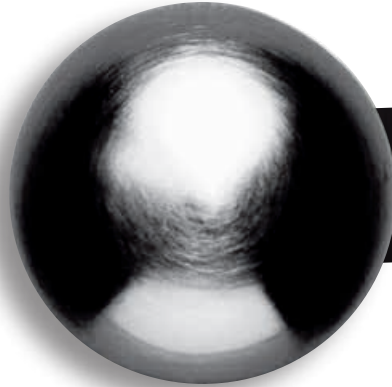
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T H E  
**REZIDOR**  
HOTEL GROUP

We proudly support





**Rezidor Hotel Group** is one of the most dynamic and fastest growing hotel companies in the world. The group currently features a portfolio of **429 hotels** with **94,800 rooms** in operation and under development in **69 countries** across Europe, the Middle East and Africa.

Rezidor operates the core brands **Radisson Blu** (upper upscale) and **Park Inn by Radisson** (midscale) – as well as **Quorvus Collection** (luxury) and **Radisson Red** (lifestyle select). Rezidor is an integral part of the Carlson Rezidor Hotel Group.

For more information, visit  
[www.rezidor.com](http://www.rezidor.com)

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