

DOING BUSINESS BETTER

Responsible Business Report 2014

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THINK PLANET

25%

ENERGY SAVINGS
IN 5 YEARS

THINK PEOPLE

30%

WOMEN IN LEADERSHIP
POSITIONS BY 2016

THINK TOGETHER

780,000€

RAISED FOR CHARITY

SCOPE AND BOUNDARIES OF THIS REPORT

The Rezidor 2014 Responsible Business Report describes the most relevant corporate responsibility and sustainability aspects of our operations, not the full range of our actions and data. The information in this report refers to the year 2014 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 340 properties which were in operation on 31 December 2014. For new hotels that were opened in 2014 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 (€). Our financial reporting accounting principles and currency conversion rates are stated in Rezidor's 2014 Annual Report.

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

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DOING BUSINESS BETTER

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

At Rezidor, Responsible Business means taking both a current and long-term view of our business, and integrating economic, environmental and social considerations into our decision making.

Due to our Scandinavian roots, Responsible Business has a long tradition at Rezidor. It is a core element of our philosophy and an essential part of our vision: to be recognised 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 which is based on four pillars: Develop Talent, Delight Guests, Drive the Business, and Deliver Results.

The three core areas of our Responsible Business Programme are perfectly aligned with our 4D Strategy:

- Think Planet – minimising our environmental footprint
- Think People – taking care of the health and safety of guests and employees
- Think Together – respecting social and ethical issues in the company and the communities in which we operate.

In 2014 we continued our energy saving Think Planet initiative, an engaging and ambitious group-wide Responsible Business project which aims to reduce our energy consumption by 25% across

all hotels within five years. Think Planet savings reached 11% in 2014, and this has helped us to significantly reduce utility costs for heating, light and power.

We are now extending our engagement by strongly focusing on water. Water scarcity will become a bigger challenge than climate change, and we want to take responsibility for this precious resource. Our goal is to build on our successful water saving programmes of the past few years – we have reduced our water consumption by 27% since 2007. In 2014 we started our Water Stewardship journey by signing the UN CEO Water Mandate. Rezidor was the first international hospitality company to join this network.

Rezidor's growth success story would not be complete without Responsible Business. We concentrate on emerging markets like Africa and Russia/CIS. In these regions we take responsibility through sustainable development and construction projects, and through the creation of thousands of jobs and training positions for our local newcomers. We focus on inclusive business for local underprivileged youth with programmes such as the Youth Career Initiative. Rezidor is also very proud to have opened the Park Inn by Radisson Newlands, Cape Town in



2014 – the first hotel in the world where 30% of all staff members are deaf.

Whether they are newcomers or long-time Rezidorians, we care for the 40,000 hoteliers in our network. In 2014 we launched the ambitious Women in Leadership project with the target to have 30% of our senior leadership positions occupied by women by 2016. We also rolled out 'Our Promise' – Rezidor's first Employee Value Proposition created '**by** our people **for** our people'.

Our Responsible Business commitment would not be complete without the engagement of the local communities in which we operate. In 2014 we surpassed our previous record and raised 780,000 € for charity through 700 fundraising and volunteering activities. I was personally able to contribute through an exciting fundraising climb of Mount Kilimanjaro in February last year.

I hope you can sense the **Yes I Can!** passion for Responsible Business which is shared by our entire team. Enjoy reading more about our 2014 Responsible Business results and our plans for 2015 and beyond.

“Responsible Business is in Rezidor's DNA: we care for our people and our planet and are one of the World's Most Ethical Companies.”

Wolfgang M. Neumann
President & CEO

ABOUT REZIDOR

The Rezidor Hotel Group is one of the most dynamic hotel operators in the world with a presence in 73 countries.

The Rezidor Hotel Group is one of the most dynamic hotel companies worldwide and a member of the Carlson Rezidor Hotel Group. The Group features a portfolio of 432 hotels in operation and under development with 95,609 rooms in 73 countries.

By the end of 2014, the Group operated 340 hotels with approximately 76,600 rooms in 60 countries.

Rezidor operates the core brands **Radisson Blu** and **Park Inn by Radisson**

in Europe, the Middle East and Africa (EMEA), along with the Club Carlson loyalty programme for frequent hotel guests. In early 2014 and together with Carlson, Rezidor has launched the new brands **Radisson Red** (lifestyle select) and **Quorvus Collection** (luxury).

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

The Corporate Support Office of The Rezidor Hotel Group is based in Brussels, Belgium.

Our Responsible Business programme is implemented in all managed and leased hotels and corporate offices and strongly encouraged in franchised properties.

432 HOTELS
95,609 ROOMS
73 COUNTRIES
40,000 HOTELIERS



HIGHLIGHTS 2014

2014 was marked by many successes in the three pillars of our Responsible Business programme:



Think Planet – Minimising our Environmental Footprint

- Think Planet energy savings reach 11%
- Rezidor signs the UN CEO Water Mandate
- The proportion of eco-labelled hotels in the Group reaches 75% (254 hotels)
- Meetings Minus Carbon offsets 23,000 tons of carbon in Carlson Rezidor Hotels worldwide



Think People – Health and Safety of Guests and Employees

- Employee satisfaction increases further to 87.5%
- Women in Leadership project launched
- Rezidor proposes its Value Proposition for employees, called 'Our Promise'
- Partnering with Safehotels Alliance for approval of self-assessments and certification of key properties



Think Together – Business Ethics and Community Engagement

- Rezidor is one of the World's Most Ethical Companies for 5 years in a row
- 780,000 € raised for Charity
- 700 activities and 10,000 volunteers during September's RB Action Month
- #Blu Routes by Radisson Blu inspires our guests with local running and cycling tracks

Responsible Business performance indicators:

Indicator	2014	2013	2012
Energy/m ² (kWh) *	256	281	284
Energy/occupied room (kWh) *	85	91	92
Water/guest-night (liters) *	335	340	343
Waste to landfill/guest-night (kg) *	1.26	1.96	1.84
Carbon Footprint per guest-night (kg CO ₂ e)	21.4	22.8	22.1
Climate Analysis Employee Satisfaction	87.5	87	86.5
Safety Security Self-Assessment*	90.5	87	96.1

* Rezidor managed and leased hotels



MATERIALITY AND STAKEHOLDERS

Rezidor has been a signatory to the UN Global Compact since 2009, and became the first hotel company to sign the UN CEO Water Mandate in 2014.

Our Responsible Business policies, strategy and activities are in line with the ten principles of the UN Global Compact and going forward will incorporate the elements of Water Stewardship as expressed in the UN CEO Water Mandate.

Striving to be a successful, sustainable business requires a dedicated appreciation of the environment in which we operate. Our most significant impacts are listed here and are important both for our long-term success as a company and also for our stakeholders, as they affect

the decisions that stakeholders make in relation to Rezidor.

Significant Impact of Tourism

According to the World Travel & Tourism Council (WTTC), Travel & Tourism is growing faster than any other sector. The sector already accounts for 9% of global GDP and 266 million jobs. Over the next ten years Travel & Tourism's global impact on GDP is set to rise by 4% per annum. In 2014, international tourist arrivals reached 1.1 billion travellers.

Hospitality caters for guests from a wide number of source countries. The BRIC countries (Brazil, Russia, China and India) account for most of our guests. 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, water 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.

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.

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.

Rezidor believes this gives us a clear responsibility to take serious action on climate change. We achieve this by setting ambitious energy saving targets, by investing in green technology and by adhering to the UN Global Compact and Caring for Climate initiative.

We also want to offer innovative solutions to our customers and involve guests in lowering the overall climate impact of travel.

Water

Water is considered one of the biggest issues of the 21st century. Water use has been growing at more than twice the rate of population increase in the last century.

Tourism, and in particular hotels have a high water consumption and an important impact on local water availability, especially in water-stressed areas.

UNEP estimates that water use in tourism will increase by a factor 2.5 by 2050. With the existing climate change scenario, almost half the world's population will be living in areas of high water stress by 2030.

Since many years 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.

In 2014 and in line with our vision, Rezidor took the lead in the hospitality



industry by signing the UN CEO Water Mandate and taking a wider engagement on Water Stewardship.

Stewardship helps companies identify and manage water-related business risks and allows them to contribute to and help enable more sustainable management of shared freshwater resources.

A Global Employer in Local Communities

Workforces are increasingly global. The hospitality industry in general, and Rezidor in particular, employ people from very diverse ethnic and cultural backgrounds. With hotels in 73 countries across EMEA, Rezidor's staff represent 143 different nationalities.

We employ most of our staff locally. Local employment, on-the-job training and people development are an important aspect of the way we do business.

The world is facing a worsening youth

employment crisis: young people are three times more likely to be unemployed than adults, and almost 73 million youth worldwide are looking for work. Extending local training and employment opportunities to disadvantaged groups in society, in particular unemployed youth, is part of our Responsible Business programme through programmes like the Youth Career Initiative.

The wide array of countries in which we operate and the diverse backgrounds of our employees means that we must comply with local laws, 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.

Stakeholder Engagement and Responsible Business Policy

Rezidor has identified eight Responsible Business stakeholder groups. We maintain clear commitments to each group as expressed in our Responsible Business policy on www.rezidor.com. Through our daily operations and dedicated exchanges with each stakeholder group, we continuously listen to their expectations for the present and the future.

In 2014 the hotel industry, represented by the International Tourism Partnership (ITP), initiated a stakeholder dialogue process to help inform our sustainability plans for the future and to identify new solutions for member companies. The

first step, a survey to over 200 internal and external stakeholders to identify the most relevant social and environmental issues, revealed water consumption and labour standards to be the most material.

These topics were chosen for the Stakeholder Dialogue Day, an industry first, held in November 2014 and bringing together some of the world's largest hotel companies and not-for-profit organisations and specialists.

As an active member of ITP, Rezidor was one of the steering group members for the organisation of the Stakeholder Dialogue. Results of the Dialogue will further influence our Responsible Business programme in the future.

RESPONSIBLE BUSINESS APPROACH

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



Think Planet:
Minimising our impact on the environment.



Think People:
Taking care of the health and safety of guests and employees.



Think Together:
Business Ethics and Community Engagement.

Stakeholder Responsible Business Policy

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

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

- **International Tourism Partnership (ITP)**

ITP brings together the world's leading international hotel companies to provide a voice for environmental and social responsibility in the industry. Rezidor was one of the founding members of ITP in 2004. Together with Carlson we continue to play a leading role in the hospitality industry's 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. Carlson was the first hospitality company to sign the Code in 2004. Together, we adhere to the Code's principles in all our hotels.



- **UN 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 businesses and other stakeholders from 140 countries. The UN Global Compact requires companies to embrace, support and enact a set of ten core principles relating to human rights, labour principles, the environment and anti-corruption.



- **UN CEO Water Mandate**



The CEO Water Mandate

The CEO Water Mandate seeks to mobilise a critical mass of business leaders to advance corporate Water Stewardship, in partnership with the United Nations, civil society organisations, governments and other stakeholders. As the first hospitality company, the Rezidor Hotel Group announced its involvement with the UN CEO Water Mandate and to be part of the group's 115 members. Through the UN CEO Water Mandate organisations engage to work on six areas of Water Stewardship: Direct Operations, Supply Chain, Collective Action, Public Policy, Community Engagement and Transparency.

- **UN Women's Empowerment Principles**

Rezidor signed the UN Women's Empowerment Principles, a set of principles for business offering guidance on how to empower women in the workplace, marketplace and community. They are the result of a collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Global Compact.



- **OMX GES Sustainability Index**

Rezidor is listed on OMX GES Sustainability Index.



- **Ethisphere Award**

Rezidor was named for the 5th consecutive year as one of the World's Most Ethical Companies. The World's Most Ethical Companies designation recognises 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.



Hotel awards

In 2014 Rezidor hotels were awarded with numerous local awards:

- **Best Employer in Hospitality in the UK.** Caterer.com, an industry leading website, has recognised Rezidor as the Best Employer in Hospitality in the UK for the second time in three years.

- Park Inn by Radisson Hotel Ostrava was awarded as the Czech Republic's **TOP Responsible Hotel and Restaurant 2014.**

- **Top Job Employer 2014** in Germany: Radisson Blu Hotel, Berlin and Radisson Blu Hotel, won **Top Job Price as best employer** in hospitality in Germany and 2nd price as best employer overall.

- Radisson Blu Hotel & Spa Galway named in **top 5 Greenest Hotels** in Ireland by Green Hospitality.

- Radisson Blu Iveria Hotel wins **Georgian Green Business Award** by the Ministry of Natural Resources and Environment Protection on Earth Day, April 22.



 **Radisson Blu,**
Maputo, Mozambique

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.

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

THINK PLANET

TOGETHER FOR A **GREENER** **FUTURE**

25%

energy savings in 5 years

Engage
in *Water
Steward-
ship*

**23,000
tons**

of carbon offset

THINK PLANET

As a sustainability 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 initiatives clearly stated the Rezidor Group’s pledge to minimise the environmental footprint of its operations.

ENERGY

One of the key ways we can achieve this goal is by reducing our use of energy. In the period from 2007 to 2011, Rezidor hotels reduced their energy consumption (kWh/m²) by 7.8%.

In 2012, Rezidor launched Think Planet, an ambitious energy saving initiative. Think Planet is designed to help us reduce energy consumption by 25% before the end of 2016.

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

Like all energy users, Rezidor hotels are faced with significant increases in energy costs and government carbon taxation. Therefore, Think Planet is not just good for the planet, it’s also good business. Thanks to Think Planet, Rezidor has been able to reduce its energy costs for heat, light, and power by € 3.16M since 2013.

2014 Results

In 2014 Rezidor hotels achieved a 11,4% reduction in kWh/m² and 11% in kWh/OR compared to 2011.

The strongest Think Planet area is Western Europe and North West Africa. Properties in this region have achieved a 23.5% reduction in kWh/m² and 16.4% in kWh/OR. The UK and Ireland, Nordics and Central-Europe regions have all reduced energy consumption per occupied room by 15% or more.

The excellent performance in these areas is counterbalanced by the weaker performance of Eastern Europe including Russia and CIS and the Middle East and Sub Saharan Africa region. In these underperforming areas, average energy consumption is high, attitudes to saving energy are less embedded, and energy-saving investments are slower to materialise.

Rezidor’s strong growth in Russia, the Middle East and Sub-Saharan Africa since 2011, and our planned future growth in these regions, will continue to impact our positive Think Planet performance.

Energy Top Performers

Rezidor focuses on integrated energy projects with leading providers such as Siemens and Johnson Controls. Leased hotels which take advantage of these investment projects significantly outperform the Group. Together they have reduced their energy consumption by 21% in kWh/m².

THINK PLANET ENERGY

Think Planet Energy is based on four pillars:

- 1. Think Planet habits:** Ensuring employees develop good energy use habits such as switching off appliances and lights when not in use. Good habits are promoted through back-of-house posters, training videos, and 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 guestroom controls.
- 4. LED lighting retrofit:** A group-wide initiative to fit Philips LED light bulbs and take advantage of the supplier’s technical guidance.

Results overall and per area

Indicator *	2014	2013	2012	2011
Kilowatt hours per square meter (kWh/m ²)	256	281	284	289
Kilowatt hours per occupied room (kWh/OR)	85	91	92	95

* Managed and leased hotels

Some of our leading Think Planet hotels include:

Radisson Blu Hotel, Nice has achieved a staggering 42% reduction in kWh/m² since 2011 through a combined investment program which involved:

- Installation of an efficient condensing boiler
- Installation of the Sprinx Cheetah variable kitchen ventilation system
- LED installation programme which has seen 600 LEDs placed in public areas and corridors
- Chiller replacement and optimisation of the cooling tower
- Optimisation of building controls
- Energy management and monitoring

Radisson Blu Hotel, Tromsø is a 269-room hotel in the very north of Norway. The hotel has saved 1.1 million kWh of energy since 2011 which equates to 23% of its energy consumption per square meter. This has been achieved through combined actions including:

- Staff engagement and a focus on energy savings
- An upgrade of the building management system
- New controls for pavement heating
- New boilers and valves, and improved insulation
- Replacement of existing lighting with 1,450 LED lights for the front-of-house
- In December 2014 the hotel installed the Sprinx Cheetah variable kitchen ventilation system

IN 2014 REZIDOR HOTELS INVESTED ABOUT €2.5 MILLION IN LED LIGHTING

Radisson Blu Portman Hotel, London has achieved 30% energy savings per square meter since 2011. The hotel has successfully tested a retrofit of wireless room controls. The controls sense when the room is empty and reduces room air-conditioning to an eco-level.

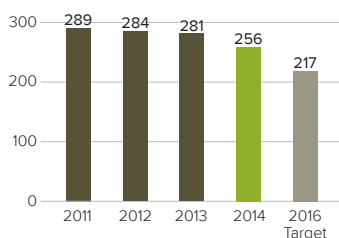
Radisson Blu Hotel, Cologne uses 53 kWh/OR – a very energy efficient rate. The hotel has met the Think Planet target and reduced its energy consumption by 15% since 2011. This has been achieved by:

- Control optimisation of the air handling units using CO₂ sensors, and variable flow
- Improving the building management system
- Replacement of pumps
- Energy monitoring and control.

Leading in LED installations

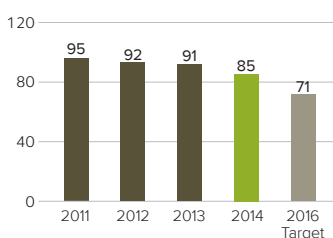
- The **Radisson Blu Ulysse Resort & Thalasso, Djerba** equipped its main restaurant Kalypso with LED lights in 2014. The savings generated by this installation funded the replacement of conventional lights with LEDs in the hotel's four other restaurants.
- The 500-room **Radisson Blu Scandinavia Hotel, Oslo** has done a massive LED installation as part of a building optimisation project with Siemens Building Technologies. Since 2011 the hotel replaced 6,100 lights with LEDs. In 2015 the hotel plans to invest another 100,000 € in LED lighting.

ENERGY USE IN KWH/M²*



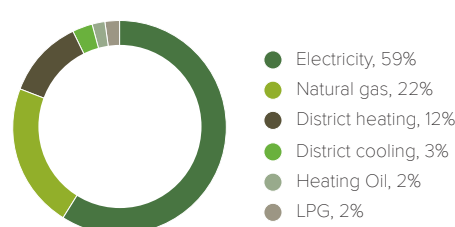
* Based on managed and leased hotels.

ENERGY USE IN KWH/OR*



* Based on managed and leased hotels.

HOTELS (ENERGY USE PER SOURCE)*



* Based on managed and leased hotels.

Responsible Renovation and Construction

Rezidor is one of the most dynamic hotel companies in the industry. On average we open a new hotel every three weeks. When building a new hotel or renovating an existing property, it is important that attention is paid to resource efficiency. We want to create buildings with the lowest possible carbon footprint. At Rezidor, this is done in close cooperation with property owners, builders and architects.

For all newly built hotels and major renovations, Rezidor applies Think Planet principles. These are captured in 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
- Effective waste and recycling management
- 100% LED lighting for outside signage.

THE 500-ROOM RADISSON BLU RESORT & CONGRESS CENTRE IN SOCHI (RUSSIA) WITH 4,000 m² MEETING AND EVENT SPACE HAS ACHIEVED BREEAM GOOD

THE NEW RADISSON BLU HOTEL AT MOSCOW'S SHEREMETYEVO AIRPORT IS THE FIRST HOTEL WITH A DIRECT LINK TO THE TERMINALS – AND A SHINING THINK PLANET EXAMPLE

Opened in late 2014, the Radisson Blu Hotel, Moscow Sheremetyevo Airport has installed high-efficiency LED or compact fluorescent lighting in almost every area of the hotel. All downlights, technical lighting and decorative lighting is low-energy.

Facade lighting is led and controlled by a daylight sensor. The lights in all guest corridors are equipped with motion sensors.

The hotel also features a state-of-the-art building management system which controls lights, air-conditioning and bathroom floor heating.

The kitchen of the stylish Altitude top-floor bar uses induction cooking, while the extensive meeting and events section serves stylish and top-class water which is bottled in-house.

EMPLOYEE ENGAGEMENT WITH WEEKLY LUMITIPS AND THE LUMI SOLUTION GAME

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 develop the energy savings habits of our staff, the 2014 Think Planet employee engagement program included:

- The Lumi quiz – by answering five energy related questions correctly, employees had a chance to win an iPad each month.
- Lumi tips – every week Lumi gave the employees a tip on how to save energy or water, or reduce waste.
- Think Planet Solutions Game: an online game to help General Managers and hotel teams to identify the correct Think Planet solutions.



WATER

Rezidor Commits to Water Stewardship by Signing the CEO Water Mandate

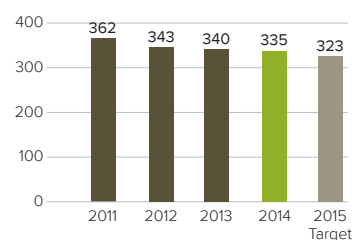
Ensuring everyone in the world has access to clean drinking water is one of the greatest challenges facing humanity in the 21st century. To address this challenge, the United Nations (UN) Global Compact established the CEO Water Mandate in 2007. A unique public-private initiative, the CEO Water Mandate is designed to assist companies in the development, implementation, and disclosure of water sustainability policies and practices.

Rezidor has been a member of the UN Global Compact since 2009. During 2014, Rezidor also signed the CEO Water Mandate, making it the first hospitality company to join the group. Our commitment to the mandate forms part of Rezidor’s continued mission to be the most sustainable and responsible hospitality company in the market.

Rezidor’s signing of the UN CEO water mandate will see us begin work on six Water Stewardship commitments:

1. Direct operations
2. Supply chain and watershed management
3. Collective action
4. Public policy
5. Community engagement
6. Transparency.

WATER CONSUMPTION IN LITRES/GUEST-NIGHT*



* Based on managed and leased hotels.

Think Planet Water

Think Planet Water is a new Rezidor initiative which is designed to help our hotels reduce their water consumption.

Between 2007 and 2012, Rezidor reduced water consumption (in liters/guest-night) by 27%, an impressive figure. To ensure these savings continue to grow, we have set a Think Planet Water target to reduce consumption by another 5% by the end of 2015 to achieve 323 liters/guest night.

In 2014, our hotels reduced their water consumption by 1.5% to 335 liters/guest night.

To help our hotels achieve this target, the Group recently launched a Think Planet Water action plan and toolkit comprised of:

- Tools and solutions for guest rooms, kitchens, pools, landscaping and technical plant-rooms.
- Three training movies featuring our mascot Lumi to train housekeeping, laundry and kitchen staff.

At the end of 2014 the following water saving equipment has been introduced in our hotels:

84% of hotels are equipped with low-flow taps and water optimised showers

76% of hotels are equipped with water efficient and/or dual flush toilets

12% of hotels have water-saving devices in toilet cisterns

15% of hotels use waterless urinals

7% of hotels capture rainwater



WATER WORKSHOP SHOWS NEW WATER MANAGEMENT SOLUTIONS

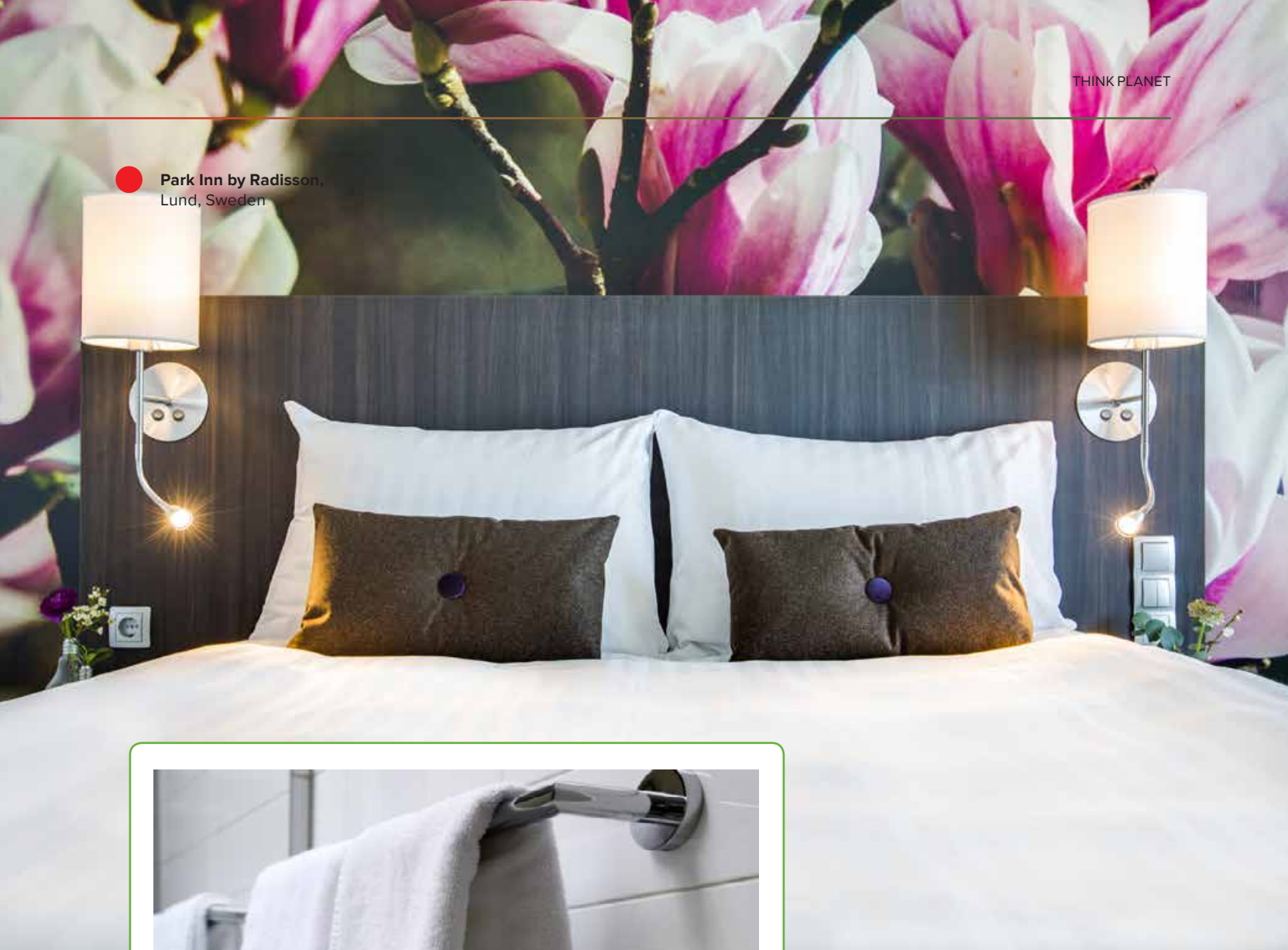
Water is becoming an increasingly scarce resource globally, not in the least in the emerging markets where Rezidor continues to grow rapidly.

For the first time, partners from the fields of hospitality, hotel technology, architecture and design have met to holistically examine how water is used in the hotel industry. The workshop was organised in cooperation with Grohe, Europe’s largest manufacturer of sanitary fittings.

Discussions focused on three main areas: designing for water sustainability in new builds; retrofitting to optimise existing properties; and changing the behaviour and expectations of hotel guests.

Watch some testimonials on thinkplanet.rezidor.com

Park Inn by Radisson,
Lund, Sweden



SAVING WATER, ENERGY AND CHEMICALS IN LAUNDRIES

Each day, 300 to 600 cubic meters of water is reused. The amount depends on the world-wide cooperation with Diversey (now part of Sealed Air) leads to significant energy, electricity and water savings in our 48 on-property laundries (OPL).

Diversey produces CLAX laundry chemicals which are used in our OPLs with the following benefits:

- Automatic dosing and automatic formula selection removes the need for manual selection and intervention.
- Energy savings: The maximum washing temperature with Clax Advance is 60°C instead of 80°C. Less electricity and steam is required to reach the lower temperature.
- Water savings: Rinse and neutralisation cycles are reduced from two to one, saving three liters of water per kg of linen.
- Optimised labour time: One fewer rinse cycle reduces washing time by approximately 5–8 minutes. Over a day, that allows one more wash per machine.
- Longer linen lifetime: A lower washing temperature means a longer linen lifetime.

In the Radisson Blu Ulysse Resort, Djerba (Tunisia)
Switching to CLAX, reduced:

- Electricity use by **36%**
- Gas use by **25%**
- Water use by **25%**
- Cost per kg of laundry by **30%**

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 training, all Rezidor employees are trained in ways to minimise waste and on the waste hierarchy: Reduce, Reuse, Recycle.

In the area of waste (both residual and recycled) data quality declined in 2014. During the year, Rezidor only received reliable data from 68 managed and leased hotels. For these hotels, residual waste (expressed in kg/guest-night) decreased to 1.26 kg/guest-night, significantly lower than 2013 levels.

The overall recycling rate for these 68 managed and leased hotels is 17%.

Total Waste Halved

The Radisson Blu Resort & Spa, Dubrovnik started a waste management programme to sort and separate different types of waste. Paper, plastic, glass and metals are now completely separated and col-

lected by a specialised recycling company. The hotel's waste to landfill has been reduced by 50%. The hotel implemented the reduction program as part of their Green Key eco-label accreditation.

Reducing Food Waste

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 wastes the materials, water and energy used in its production.

Starting early 2014, Rezidor hotels in Central Europe have focused on food waste as a key issue.

Chefs in the region have developed a specific food waste reduction workshop. The head chefs from all 74 hotels in the area have received the training which combines food waste tracking, innovation in menu design, and close cooperation with suppliers.

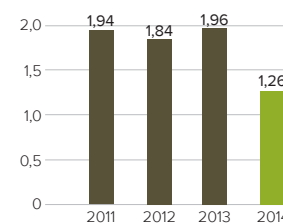
This training results in an average 20% reduction in waste-per-cover in the participating hotels.

At the end of 2014:

89% of our hotels have a dedicated waste sorting area

75% of hotels had waste sorting facilities on housekeeping trolleys

WASTE TO LANDFILL IN KG PER GUEST-NIGHT*



* Based on 68 managed and leased hotels.



SOAP AND THE CITY

Due to a hotel brand change in 2014, Rezidor had a stock of 12,000 bottles of high class unused amenities available. Together with Serve the City – an international charity serving the weaker and homeless in cities – Rezidor brought these fresh, unused body-care products to underprivileged people. The 12,000 packs of unused guest amenities were distributed by volunteers from 21 Radisson Blu and Park Inn by Radisson hotels, together with Serve the City. The distribution occurred on World Environment Day in ten different cities: Amsterdam, Berlin, Brussels, Budapest, Dublin, Edinburgh, London, Luxembourg, Madrid, and Tallinn. The total value of the 12,000 donated products was 42,000 €!

Many of our hotels are already distributing amenities which have not been fully used to local charities. In the future, we plan to build on these successes and roll out Soap & the City more widely.



Radisson Blu Plaza Hotel, Oslo, achieves the Green Key

FIRST GREEN LEAF LAURELS FOR SOUTH AFRICAN HOTELS

By the start of 2015, five hotels in Sub-Saharan Africa had received the Green Leaf™ label. Green Leaf™ guarantees the hotel's performance on energy, water, waste, health and safety, supplier involvement and guest communication. The hotel's performance is validated by two on site audits.



ECO-LABELS

Celebrating 20 Years of Green Key

The internationally recognised Green Key label guarantees guests that Rezidor operates our hotels in a Think Planet way. This requires us to reduce the environmental footprint of our business without compromising comfort or quality.

In 2014, Green Key celebrated 20 years of operations. Rezidor is proud that 195 Radisson Blu and Park Inn by Radisson hotels in 30 countries have been certified with the Green Key eco-label. Our target is to have an eco-label for all our hotels by the end of 2015.

Since the first Green Key hotel in Denmark in 1994, the certification has been assigned to over 2,300 hotels and other sites in 47 countries.

Hotels with the Green Key eco-label comply with 90 sustainability criteria including:

- Eco-friendly lighting in at least 50% of the property
- Reducing energy and water consumption

- Treating all waste water
- Recycling a maximum amount of waste

Regular audits ensure the hotel is maintaining its commitment to Rezidor's Think Planet strategy.

As part of their Green Key eco-label, hotels offer sustainable sightseeing options. For example, the Radisson Blu Hotel, Amsterdam has signed a partnership with the Blue Boat Company. All of their sightseeing boats are wheelchair accessible and are driven by electric motors powered by green energy.

You can read more Green Key stories on our Think Stories blog at: <http://thinkstories.rezidor.com>

Green Key Partnership Extended to Nordic Countries

All Rezidor hotels in the Nordic countries are in the process of joining the large global community of Green Key eco-labelled hotels. At the beginning of 2015, 46 hotels had received their Green Key eco-label. In Norway, Finland and Iceland,

the Radisson Blu and Park Inn by Radisson hotels were the first in their respective countries to receive this accreditation.

New Countries join Green Key

Rezidor's strong partnership with Green Key International enables the organisation to introduce its eco-label to new countries.

In 2014 the following new countries and regions joined the Green Key network with Rezidor eco-labelled hotels:

- Astrakhan (south-east Russia)
- Kazakhstan
- Serbia

SUSTAINABLE FOOD

Rezidor informs our guests about

254

ECO-LABELLED HOTELS

Responsible Business activities at our hotels and makes it easy for them to participate. We provide a healthy environment and offer healthy, nutritious, organic and Fairtrade food and beverages.

Rezidor's Food Policy

As a leading global hotel group and one of the world's Most Ethical Companies, Rezidor believes that we have a responsibility to operate our food and drink (F&D) business sustainably. Our Food Policy ensures that we:

- Eliminate the use of products from endangered species including:
 - Shark fin and shark meat
 - Whale meat
 - Bluefin tuna
 - Deep sea fish such as Redfish and Orange Roughy
 - Frogs' legs.
- Consult a good fish guide (such as the WWF Red List) when planning menus.
- Incorporate food waste and portion control in our F&D training programmes.
- 'Eat the Seasons' – ensuring seasonal food is served wherever possible.
- Increase our Think Planet energy- and water-conservation and waste-avoidance awareness.

SUSTAINABLE SEAFOOD

With supplies of more than 70% of the world's commercial marine fish either fully exploited or overfished, we must source our seafood sustainably.

In Sweden alone, approximately 52,000 kilograms of fresh fish and seafood is used per year in our hotels. Regional fish supplier Lerøy supports our Responsible Business policy in the Nordics and does not sell any fish on the WWF Red List of threatened species to our hotels.

Lerøy offers a sustainable alternative such as ecologically farmed halibut or fish with the Marine Conservation Society (MSC) mark. In Sweden, our hotels buy a lot of herring which is MSC-certified. When WWF decided to add shrimps to the Red List during 2014, Lerøy was able to supply our hotels with shrimp from MSC-approved catches. The factory where the shrimps are hand-peeled is also MSC certified.



Louise Gustafsson, our Regional Purchasing Manager in Sweden, works together with our chefs to ensure they understand the reasons behind our seafood purchasing policy.



REZIDOR HOTELIERS PROTECT BIODIVERSITY

Bees are responsible for pollinating 76% of our food crops and 80% of cut-flowers. They are critical to local biodiversity.

Bee populations are under pressure from increasing urbanisation and pollution. To encourage biodiversity in their local areas, many Rezidor hotels are now sponsoring beehives or 'hosting' them on the property:

- Radisson Blu Hotel, Marseille Vieux-Port became a beekeeper by sponsoring a beehive in Provence.
- Radisson Blu Hotel, Arlandia part of Sustainable Destination Sigtuna has installed two beehives on the property.
- Radisson Blu Palace Hotel, Noordwijk aan Zee has two beehives housing 32,000 bees on their roof. One of the team members became a trained beekeeper so they could tend the bees.
- Since 2013, the Radisson Blu Hotel, Hamburg has hosted a number of beehives on the roof.

11%

of all food and drink served in our hotels is organic (mainly vegetables, eggs and wine).

10%

of all food and drink items served in our hotels are Fair-trade (mainly coffee, tea, chocolate, sugar and wine).

CARBON FOOTPRINT

Company Carbon Footprint

Rezidor’s greenhouse gas emissions primarily result from energy consumption and mainly consist of carbon dioxide. 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.

Thanks to our good progress with Think Planet, Rezidor has been able to reduce its Group carbon footprint to 21.4 kg of CO₂-equivalent (CO₂e) per guest-night.



HOTEL CARBON FOOTPRINT MEASUREMENTS

In 2012, the Hotel Carbon Measurement Initiative (HCMI) was launched by the International Travel Partnership (ITP) and the World Travel & Tourism Council (WTTC), together with all major hospitality companies.

Rezidor is an active member of the HCMI working group and has rolled-out the methodology to all managed and leased hotels. HCMI is also the basis for the Meetings Minus Carbon programme.



ESCONET planting in Kenya

MEETINGS MINUS CARBON

Meetings Minus Carbon is a unique and free service for meeting planners which is managed through Carlson Rezidor’s partner, Carbon Footprint Ltd. Carbon credits are purchased and invested in projects in both India and Kenya.

Effectively each tonne of carbon generated is offset twice – once in Verified Carbon Standard (VCS) wind energy projects in India, and again in a tree-planting initiative in Kenya’s Great Rift Valley.

Since Meetings Minus Carbon was launched on Earth Day 2013, the programme has offset 23,000 tonnes of carbon in wind energy projects and planted 23,000 trees.

In Kenya, funds are used to support the Escarpment Environment Conservation Network (ESCONET) which aims to effectively mobilise the community in the Great Rift Valley and boost its capacity to rehabilitate, conserve and protect natural ecosystems.

- By supporting Meetings Minus Carbon you are helping to:
- Offset CO₂ emissions
 - Reduce poverty
 - Provide wildlife habitats
 - Create a brighter future for orphans and people living with HIV/AIDS.

Club Carlson’s 13 million members also have the option to use their points to offset the carbon generated by their private travel or hotel stay.

Carbon Footprint

	2014	2013	2011
Kilograms CO ₂ e per guest-night	21.4	22.8	24.8
Kilograms CO ₂ e per square meter	92.8	103.8	107.0





SUPPLIERS

Code of Conduct

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

All Rezidor suppliers are required to sign the Supplier Code of Conduct which becomes part of the supplier agreement. They also have the opportunity to profile their Responsible Business performance in RezPIN, Rezidor's central purchasing platform.

Area and local hotel suppliers are also required to sign the Supplier Code of Conduct. Over half (55%) of our hotels actively check on the Responsible Business performance of their suppliers.

Key Think Planet Suppliers

As part of Think Planet's energy, water and waste reduction programmes, Rezidor works with key sustainable suppliers to provide integrated projects and solutions for our hotels. Suppliers such as Siemens Building Technologies, Johnson

Controls International, Sprinx, Grohe, Grundfoss, and Diversey provide the latest sustainable products. At the same time they focus on sustainable production methods and operations.

THINK PLANET REPORTING

Rezidor collects monthly environmental performance data for managed and leased hotels. This information is shown in the Think Planet section of our financial reporting system. Area management and general managers receive monthly performance statistics. All hotels (leased, managed and franchised) are also assessed through the annual Responsible Business Status Report which contains 90 questions on the status of Think Planet, Think People and Think Together. A yearly report on their overall Responsible Business performance is provided to hotels with particular emphasis on Think Planet.

ENVIRONMENTAL COMPLIANCE

Rezidor checks all of our 340 hotels for environmental compliance. No issues with environmental compliance arose in 2014.

ECOVADIS SILVER

EcoVadis is the first collaborative platform which enables companies to monitor the sustainability performance of their suppliers across 150 sectors and 99 countries. It aims to improve the environmental and social practices of companies by leveraging the influence of global supply chains.

Each company is assessed through a questionnaire which is customised to the size of the company, its industry sector and countries of operation. The questionnaire covers five areas: business practices, the environment, social policies, ethics and supply chains.

Rezidor achieved a Silver recognition placing us among the top 30% Ecovadis performers.



THINK
PEOPLE

PEOPLE ARE
OUR **CORE**
CAPITAL

30%

Women in Leadership
by 2016

87.5%

employee satisfaction

2,250

employees trained in our
Business School

THINK PEOPLE

With operations in 73 countries, keeping hotel guests and staff safe in sometimes risky local situations is an essential part of our business. We are also a passionate team of 40,000 hoteliers and believe strongly in developing our people from within.

SAFETY AND SECURITY

In 2007, Rezidor developed and introduced a formula known as TRIC=S to localise our approach to safety and security. TRIC=S stands for:

Threat assessment + Risk evaluation and mitigation + Incident response preparedness + Crisis management, communication and continuity = Safe, secure and sellable hotels.

The development of TRIC=S started in 1997 when we announced that the role of corporate safety and security was shifting from a reactive and centralised command-and-control model to a more proactive, decentralised and dynamic role. The change enabled safety and security to play a support role to our growing number of hotels in many different locations.

TRIC=S offers a formula for individual application rather than a one-size-fits-all prescription. Its main benefit is that TRIC=S is not limited by jurisdiction, organisation or other constraints. Threat assessments are based on gathering local information from a wide variety of sources. This includes close cooperation with the local communities in which we operate, expert analysts, and with our guests and staff. Since 2012, the online risk evaluation and mitigation system has been freely available to all hotels in the Carlson Rezidor brands, and in every location around the world.

Incident response focuses on our employees. We give them the training, tools and confidence they need to react immediately when something unusual occurs. The goal is to ensure that small incidents do not escalate. However, we are aware that crises can happen.

Employees in our hotels focus on managing four risks:

1. Guest Safety and Security
2. Employee Safety and Security
3. Fire Safety
4. Operational Security

Since it was originally developed, the TRIC=S formula has often been cited as a model of good practice for managing corporate safety and security. TRIC=S was chosen by the Leadership and Management Council at ASIS International (world's largest association for security professionals) as a good practice case study for their webinar series on Organisational Resilience. In 2009, an external survey carried out by BGN Risk of London also concluded that TRIC=S was fit for purpose.

There is an increasing awareness that the TRIC=S approach is not just 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. It is becoming increasingly important that these decisions can be taken further out in the organisation.

Number of hoteliers: **40,000**

Number of nationalities: **143**

Employees by gender: **45% female, 55% male**

Women in senior leadership roles: **16%**
Rezidor's target is **30%** by 2016

Number of employees trained in our Business School: **2,250**

Responsible Business training in hotels (mandatory): **76%** of employees trained in updated Responsible Business course

Number of disabled employees: **185**,
Employed in **92** of our hotels

TRIC = S

– A FORMULA TAILOR-MADE FOR
**A SAFE, SECURE, DECENTRALISED
AND DYNAMIC ORGANISATION**

ALWAYS CARE

Knowing that the TRIC=S approach to safety and security is backed-up by 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 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.

This a message our employees understand and provides a firm foundation for Rezidor.

Carlson Rezidor Enhances Safety and Security with the Safehotels Alliance

Carlson Rezidor has become the first major international hotel chain to sign an agreement with the Safehotels Alliance – a globally recognised security certification company.

In January 2015, selected Carlson Rezidor hotels in 23 countries across the EMEA region began the formal Safe-

hotels certification process. A number of criteria is being covered including security equipment, staff awareness and training, fire security, and first aid. Safe-hotels is also evaluating Carlson Rezidor's existing self-assessment hotel security program which is accessible to all hotels in the Carlson Rezidor Hotel Group.

To ensure all criteria are met, Carlson Rezidor has worked closely with Safe-hotels to align the brand expectations and self-assessment program with the Safehotels standard.

Achieving Safehotels certification will demonstrate that a hotel focuses on key elements of guest security. It also demonstrates that the property has the right response if there is an emergency. To maintain certification hotels must be audited and re-certified by the independent Safehotels auditors annually.

PARK INN BY RADISSON DONETSK AND RADISSON BLU MAMMY YOKO HOTEL, FREETOWN SHARE 2014 ADVERSITY AWARD

The Rezidor Adversity Award is presented each year by the Board of Directors to hotels with outstanding team performance in the face of adversity.

In 2014 the award was shared by Erdem Bilgin, General Manager the Park Inn by Radisson Donetsk (Ukraine), and Nuno Neves, General Manager of the Radisson Blu Mammy Yoko Hotel, Freetown (Sierra Leone), recognising the performance of the hotels during the civil war in Ukraine and the response to the Ebola outbreak in Sierra Leone.

NUNO NEVES – MAINTAINING THE YES I CAN! SPIRIT IN THE FACE OF CRISIS



In June 2013, Nuno Neves was appointed General Manager of the new Radisson Blu Mammy Yoko hotel in Freetown, Sierra Leone. With the hotel scheduled to open in April 2014, Nuno and his team faced more than the usual challenges of opening a new property.

"Just three months after the Radisson Blu Mammy Yoko opened, the Ebola outbreak hit!

When everyone else seemed to be leaving Sierra Leone, I decided to stay with my team. I also brought my family from Portugal to spend their summer vacation in Freetown.

I knew how important it was to the local community, including the owners and our staff, that the hotel remained open, whatever was going on around us. With daily rumours and large-scale flight cancellations, life was very uncertain and unpredictable.

As a result of the crisis, I had to take some necessary cost-cutting measures. The payroll had to be reduced and I had two choices: either terminate the whole staff, or find an alternative. I decided that the best solution for everyone would be to keep the entire team. We trained them well and they are our hotel's greatest asset.

I sought support from both the owners and the unions and then held a general staff meeting where I explained the situation. The staff all accepted the suggested salary reduction. Since that day, our team spirit has been fantastic: we are a family where everyone is motivated.

As the crisis has continued, we have welcomed many international guests from organisations involved in treating people with Ebola and stopping its spread.

In mid-September there was a three-day lockdown in Sierra Leone. Everyone had to stay in one place so that health workers could visit them. I seized the moment and created a special promotion for the local community which was targeted mainly at expats. We invited them to spend the three lockdown days in our hotel. We organised an all-inclusive programme, running from morning to evening. It included themed nightly

buffets, daytime entertainment and evening movies. The promotion received great coverage in the local media and was a huge success.

During the crisis our hotel has had the honour of welcoming Ban Ki-Moon, UN Secretary General, and Tony Blair, former prime minister of the UK.

The bottom line is that where there is a will, there is a way. We must face each challenge with the same level of feeling and attitude while remembering that success is not final, and failure is not fatal."

"It is the courage to continue that counts! Winning through depends on engaging our true 'Yes I Can!' spirit all the way – both in the present and in the future!"



Rezidor employees at work

OUR PROMISE

REZIDOR'S EMPLOYEE VALUE PROPOSITION

To recognise our commitment to diversity, individuality and passion, Rezidor has developed 'Our Promise' – a new and vital Employee Value Proposition.

Our Promise summarises Rezidor's offer to our people and aims to promote employee engagement with the company. It strengthens the human nature of the true Rezidorian spirit, our attitude and our work ethics. Our Promise also recognises that personal and long-lasting relationships are at the core of our business and crucial for our success.

Our Promise features six strong pillars:

1. We are powered by passion
2. We genuinely care
3. We innovate to shape our future
4. We act responsibly
5. We stand together
6. We grow talent, talent grows us.

It was developed *by* our people *for* our people in an exciting process which involved a multi-national and multi-cultural taskforce with members from all levels and regions of the company.

During the early part of 2015, Our Promise was rolled-out across all Rezidor hotels with specific events in each region.

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 2014 remained high at 87.5 (out of a maximum of 100). The 2014 survey included 26,100 participants from 268 business units. This is an outstanding result within the hospitality and other service industries worldwide.

YES I CAN!

A GREAT WAY TO WORK AND LIVE

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





Participants of the 2014 Business School in Oslo

PEOPLE DEVELOPMENT

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 Talent. Rezidor believes in developing talent from within. We offer a range of tools to help each employee to realize their full potential. These include the Rezidor five-step development plan, the Business School @ Carlson Rezidor and our online platform 'Learning Link'.

Pro Active Leadership Challenges Rezidor's Leaders

During 2014 Rezidor launched a new workshop which challenges our senior executives to examine their ability to lead

themselves, collaborate with others, and get the best results from their people. Called Pro Active Leadership (PAL), the interactive course helps General Managers, District Directors and Area Vice Presidents to optimise their performance and achieve their personal, professional and business objectives.

PAL offers a unique opportunity for Rezidor's managers to share ideas and experiences with their peers, learn from each other, and a chance to reflect on their own leadership effectiveness.

Over the past two years Rezidor has trained all of its General Managers in PAL. A majority of Corporate Support Office and Area Support teams at director level and above have also received the training.

The Business School @ Carlson Rezidor celebrates 75+ Editions

Created in 1996, The Business School @ Carlson Rezidor is the learning platform for employees within the Group. The School provides structured and consistent training and development, and fosters Rezidor's corporate culture.

The Business School @ Carlson Rezidor offers a thought-provoking, stimulating and enjoyable time for all who take part. International Business Schools take place four times a year over one week. Each school is led by internal trainers as well as external specialists. Area Business Schools are organised as the need arises.

In 2014, The Business School trained a total of 2,250 employees.

Developing Competency-based Interview Techniques

A new course was launched by Rezidor in 2014 to help heads of departments make consistent selection and assessment decisions during interviews. The training programme develops practical interview skills such as preparation, questioning, feedback and listening.

The course also introduces Rezidor's Performance Management Process & System (Halogen). It focuses on proper objective setting, development planning, consistent performance evaluation, and coaching.

DIVERSITY AND INCLUSION

Diversity and Inclusion: Our Guiding Principles

At Rezidor we celebrate the diversity of our people and respect that each and

every one of us is unique. We believe in creating a working environment where the things that make us different are always valued. These principles are voiced very clearly in our Code of Business Ethics, our Human Rights policy and our Employment Principles – all public documents to be found on www.rezidor.com.

Rezidor recognises that our uniqueness comes from both visible differences such as age and gender, and less visible differences such as beliefs and sexuality. We know that if we encourage everyone in the company to feel involved and respected, the richness of their ideas and perspectives will create long-term value.

In 2014 we employed 143 nationalities. 55% of our employees are men; 45% are women.



Janis Valodze



Filiz Smith

MENTOR-MENTEE PROGRAMME DEVELOPS THE NEXT GENERATION OF LEADERS

Rezidor's Mentor-Mentee programme is designed to identify and develop high potential employees so they can acquire the skills they need to become General Managers. Mentees are paired with existing General Managers who are selected as mentors because of their extensive experience, strong leadership qualities, and their motivation and ability to develop others.

The programme supports the company's culture of promoting from within to meet the needs of our growing business.

Janis Valodze and **Filiz Smith** were mentees and passed their final assessment in 2014. Janis is now the General Manager at the Radisson Blu Ridzene Hotel, Riga, while Filiz is Acting General Manager at the Radisson Blu Hotel, Leeds.



Odile De Groot

YOUNG LEADER OF THE YEAR

Rezidor Hotel Group prides itself on our commitment to develop and grow the hospitality leaders of the future. To reinforce this commitment we have nominated a Young Leader each year since 1999.

The award encourages young managers who are continuously searching for new challenges in their careers and who are looking for ways to exceed their previous achievements. It also fosters a healthy spirit of commitment and competition. Our experience has shown that encouragement and recognition of high-performing talent helps us to retain and motivate our employees.

In 2014, Odile De Groot, now Director of Food & Drink Service and Events in the soon to open Radisson Blu Hotel Nairobi, was named Young Leader of the Year.

“If you have the passion, motivation and spirit to never give up, you will achieve what you set out for”.

Odile De Groot



Maria Tullberg

WOMEN IN LEADERSHIP

In many companies the proportion of women in the workforce decreases the higher up the corporate ladder you go. Nowhere is this

more apparent than in the male-dominated hotel industry where women hold less than one in five leadership positions.

Rezidor is no exception. Despite the fact that almost half of our workforce is female, women occupy less than 20% of senior management positions within the organisation.

Our goal is to have 30% of senior management positions occupied by women by 2016. To help us reach this target we have identified Women in Leadership (WiL) Champions in each of our areas of operation and at the core of Rezidor. There are two champions in each area, one male and one female.

We're also looking at innovative solutions that will enable women to take advantage of the opportunities available. That means taking a more flexible approach to working con-

ditions, personalised development plans, and a more open approach to mobility.

Maria Tullberg, General Manager of the Radisson Blu Arlandia and Sky City Hotels, comments: "This is not about men versus women or women versus men. We're talking about changes that will benefit everyone. And things are going to have to change fast to achieve our goal. But I'm sure we can do it."

To help reach our target, we have created WiL Circles. They are a core group of 10-12 people, mostly at General Manager and Area Support Office levels, who discuss ways to increase the number of women in senior leadership positions in their areas. Those in the WiL Circles then go back to their office or hotel and create more circles... fostering a positive ripple effect throughout the company.

PARK INN BY RADISSON CAPE TOWN NEWLANDS IS THE FIRST HOTEL IN THE WORLD TO HAVE 30% DEAF TEAM MEMBERS

Through a partnership with the Deaf Federation of South Africa (DEAFSA), the Park Inn by Radisson Cape Town Newlands is showcasing its dedication to community involvement and responsibility. The hotel employs 30% deaf staff who work in both back and front of house roles.

"This is a big accomplishment in the world of hospitality," explains the hotel's General Manager, Clinton Thom. "We are very proud of the opportunities and training that our partnership with DEAFSA has created. We hope to see other hotel groups follow our lead and support talent development in the hotel industry, irrespective of physical limitations."

Naturally, the Park Inn by Radisson Cape Town Newlands has a strong emphasis on accessibility. It offers five wheelchair-friendly rooms and a series of ramps.

The Park Inn by Radisson Cape Town Newlands warmly welcomes you in sign language: <http://thinkstories.rezidor.com/?p=651>

"This is a big accomplishment in the world of hospitality"



HUMAN RIGHTS

Within the international hospitality industry, Rezidor is recognised for its unique business approach inspired by our **Yes I Can!** service philosophy. In 2009, Rezidor signed the United Nations Global Compact which requires companies to embrace, support and enact a set of ten core principles relating to human rights, labour principles, the environment and anti-corruption.

During 2014, Rezidor grouped key human rights and employment principles into two new policies. The policies complement our Code of Business Ethics and clarify the principles we live and work by in our 340 hotels. The new policies are:

- **Human Rights Policy.** This covers Rezidor’s engagement on issues such as ethical business conduct, protection of children’s rights, combating human trafficking and protection of the rights of employees.
- **Employment Principles.** This document covers Rezidor’s promises to its employees such as non discrimination, freedom of association and development of talent from within.

Both policies are publicly available, communicated on internal channels, and made available to all hotels and employees. A mandatory webinar training and Q&A session was offered to all hotel Human Resource teams, General Managers and Responsible Business Coordinators.

Empowering Employees and Social Dialogue

Rezidor summarises its Employment Principles in a public document available on www.rezidor.com.

In line with 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



Mohammed Tawil (with tie) and colleagues

RADISSON BLU AND PARK INN BY RADISSON YAS ISLAND employ an intellectually disabled Future Center Graduate

During March 2014, Rezidor’s Business Leadership team attended our Annual Business Conference (ABC) in Abu Dhabi. As part of the event, the team volunteered to paint the Future Center, a school for intellectually and physically handicapped children. The Future Center prepares children for life and often has students who are ready to take up a job after graduation.

During the volunteer day, the headmistress of the Future Center asked if the Rezidor hotels in Abu Dhabi would be willing to offer a job to a student who had just graduated. Both hotels immediately said yes!

On 20 May 2014, Future Center graduate Mohammed Tawil started his training in the laundry department of the Park Inn by Radisson Yas Island. In close cooperation with his parents and the school, Mohammed’s training continued three days a week for two hours each day. During his training Mohammed became more confident and was always eager to learn more.

After completing his preparation, the Abu Dhabi hotel offered him a permanent part-time contract. On 12 October, Mohammed started work and is now employed from Monday to Thursday for four-hours a day. For the first time in his life, Mohammed has a real job and is earning his own income.

held, where issues such as the Group’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.

REZIDOR HOTELS OFFER

2,665

ACCESSIBLE ROOMS



Park Inn by Radisson Tete trainees



Radisson Blu Hotel Ethiopia's YCI class

GLOBAL EMPLOYMENT

**Reducing Youth Unemployment
Rezidor and Carlson Family Founda-
tion help grow Youth Career Initiative**

After successfully implementing the Youth Career Initiative (YCI) in a number of Rezidor hotels, Rezidor became lead partner of YCI in 2013.

YCI is a 24-week education programme which empowers disadvantaged young people and trains them for their future professional and social life. The initiative helps students between 18 and 21 years of age who have dropped out of school, lack the financial means to complete their education, or are at risk of exploitation. YCI provides the students with life and work skills that help them gain employment and which will enable them to make positive life decisions.

In 2014, Carlson (the parent company of Carlson Rezidor) in partnership with the Carlson Family Foundation announced a 100,000 US\$ grant to the International Tourism Partnership and YCI. The grant will be used to extend the YCI Trafficking in Persons Project so that trafficking survivors can be integrated into existing YCI programmes. The grant from Carlson and the Carlson Family Foundation will allow YCI to offer life-changing experiences to many more young students in the future. You can find out more about YCI at: www.youthcareerinitiative.org



85%
OF GRADUATES CONTINUE
FURTHER TRAINING
IN *THE HOTEL*

RADISSON BLU HOTEL, DAKAR LAUNCHES YOUTH CAREER INITIATIVE

As a lead partner with YCI, the Rezidor Hotel Group welcomed nine young trainees at the Radisson Blu Hotel, Dakar from February to August 2014. The students were chosen by the local SOS Children's Village as part of the country's first YCI programme.

YCI Holds Workshop on Human Trafficking in Ethiopia

In selected countries, YCI training programmes also include trafficking survivors. In each of these locations, YCI runs a workshop before for the hotel and non-profit partner staff.

The aim of the workshop is to ensure all attendees are aware of the global issue of human trafficking, and how the hotel industry is affected. It provides staff with the ability to show a suitable level of understanding, confidentiality and sensitivity to trafficking survivors.

The training is divided into four modules:

1. An overview of human trafficking
2. Human trafficking and the hospitality industry
3. The victims: experience, rescue and recovery
4. Supporting the re-integration of survivors and the role of YCI.

The workshop at the Radisson Blu Hotel, Addis Ababa was attended by the hotel's

executive management team, SOS Ethiopia which work directly with the YCI programme as local coordinators, and AGAR shelter which works with human trafficking survivors in Addis Ababa.

Park Inn by Radisson Tete, Mozambique Trains 112 Young Adults

Park Inn by Radisson Tete, Mozambique began a new social programme for unemployed people from the Moatize mining region to provide them with work experience. Over six months, 112 young people took part in the training. The initiative was run in partnership with Vale, a mining company which operates in the region and is one of the hotel's main corporate customers.

Over the six week course, the trainees worked in three departments: Kitchen and Pastry; Bar and Restaurant; and Housekeeping and Laundry. For most the programme represented their first work experience. Many showed talent and were recruited at the end of the training.

Afrinord Joint Venture Provides Employment in Africa

Rezidor and four Nordic Development Funds (DFIs) have extended their cooperation to support hotel projects in Africa that are operated by Rezidor. The agreement builds on a financial joint venture that was created in 2005 and since then has successfully supported hotel developments in South Africa, Kenya, Ethiopia, Sierra Leone and Mali – creating 1,500 new permanent jobs; 40% of them for women.

CREATING
1,500
 NEW PERMANENT JOBS
 IN AFRICA



DESIGNING THE COOLEST JAMES BOND HIDE-OUT WITH HOTEL UNDERGROUND

Radisson Blu has been working with Class of Your Own during 2014 to foster the next generation of sustainable hotel designers through the 'Hotel Underground' competition. Secondary school students aged around 15 were asked to design a sustainable hotel cool enough for James Bond. In total 97 schools registered for the competition.

Many great ideas were submitted for a sustainable, original and spectacular hotel suitable for Bond.

The winner was St Ambrose College with their '00 Heaven' hotel concept. Their underground hotel used solar panels on the roof to generate energy and heat water. The students made sure the hotel was suitable for James Bond by including secret passageways where he could hide out.

THINK
TOGETHER

PROUDLY
CONTRIBUTING TO
LOCAL
COMMUNITIES

780,000

€

raised for charity

700

activities

10,000

volunteer actions

THINK TOGETHER

There are important social needs in many communities we operate in. Rezidor hotels contribute by giving volunteer assistance and funding.

COMMUNITY ENGAGEMENT

Rezidor Hotels have an important responsibility as corporate citizens in their local communities. Our hotels contribute by giving volunteer assistance and funding. We focus on projects for youth/children, education, and those which provide shelter.

Supporting World Childhood Foundation since 2007

Carlson Rezidor Hotel Group supports World Childhood Foundation (Childhood)

as our worldwide 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.

World Childhood Foundation is a non-profit organisation dedicated to serving the most vulnerable children in the world. This includes 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 our millions of 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.

In 2014, Rezidor hotels raised 137,000 € for World Childhood Foundation.

Rezidor hotels raise 780,000 €

During the whole year, employees volunteer their time for projects in their local community or organise events to raise money for charity. In 2014, the Group's hotels across Europe, Middle East and Africa raised more than 780,000 € for local organisations and World Childhood Foundation. One of the highlights is the annual Responsible Business Action Month (RBAM) in September which is celebrated by all Carlson Rezidor hotels around the world.



A WORLD CHILDHOOD FOUNDATION PROJECT HELPS PREVENT CHILD ABUSE

Just one example of Childhood's 100 projects around the globe is Good Parent – Good Start in Poland. Through early identification of and support to parents at risk of neglecting or abusing their young children, Good Parent – Good Start helps prevent child abuse. The project improves the competence and coordination of professionals working with young children and their parents. It also offers direct support to parents, such as parenting skills workshops, consultations, video training, holiday camps, and bonding and playgroups.

www.childhood.org

CHILDHOOD
WORLD CHILDHOOD FOUNDATION

RESPONSIBLE BUSINESS ACTION MONTH



1. BOX APPEAL HELPS THOSE IN NEED IN THE MIDDLE EAST

As part of RBAM, fifteen Radisson Blu and Park Inn by Radisson hotels in six Middle East countries took part in our annual 'Box Appeal'. In 2014 the Box Appeal distributed 20,000 boxes filled with necessities to labourers and people in need. This represents a donation-in-kind of approximately 400,000 €.

2. 17 RUSSIAN HOTELS RAISE 35,000 € FOR CHILDREN

Seventeen Rezidor hotels in Moscow, Sochi and St. Petersburg organised family days to raise money for a Russian charity which supports children. The Family days took place in all three cities and welcomed more than 1,000 employees and their families. Together they raised an impressive 35,000 €.

3. GALA EVENT AND ART AUCTION FOR MAKE-A-WISH

To celebrate the 25th anniversary of the Make-A-Wish Foundation, the Radisson Blu Media Harbour Hotel, Düsseldorf organised a gala event and art auction. Over 65,000 € was raised for the Foundation during the event.

4. 'SHE' PHOTO-BOOK PROFILES STRONG AFRICAN WOMEN

During RBAM, the Rezidor Hotel Group published a beautiful photo-book titled SHE which features images of strong African women. SHE is dedicated to the World Childhood Foundation. The book was sold in hotels and presented as a gift to corporate clients and partners. The photos in SHE were taken by Rezidor's very own Vice President Legal, Nicole Cambré. Nicole is also an award-winning photographer. In December, she won the Nature category in the National Geographic Photography Contest 2014 with her photograph titled 'The Great Migration'.

5. A GIVING HEART IN A HEALTHY BODY

In the spirit of keeping a healthy mind in a healthy body, over 700 employees ran or walked for charity during RBAM. One particular activity that stands out was the Poland Business Run which was initiated and co-organised by the Radisson Blu Hotel, Krakow. Over the years, the Run has grown and now takes place in five cities and involves more than 10,000 runners. Together with partners the hotel raised 180,000 € which will be used to purchase artificial limbs for disabled young people.

G(IRLS)20 – FATHERS EMPOWERING DAUGHTERS

In 2014 Rezidor became the sole corporate sponsor of a global campaign called Fathers Empowering Daughters. The campaign was developed by G(irls)20 a global non-profit organisation that aims to cultivate a new generation of female leaders.

The Fathers Empowering Daughters project was launched in the run-up to the G20 meeting of world leaders held in Australia during August 2014.

The campaign calls on fathers from around the world to showcase the ways in which they empower their daughters to succeed and achieve – whatever age, whatever dream. It also encourages daughters to share stories about how their fathers have empowered them.

The global campaign features fathers and daughters who present their stories in a series of self-recorded videos. It began with high profile fathers such as Richard Branson, Ziauddin Yousafzai (Malala’s father) and well-known daughters including Chelsea Clinton and Shakira.

For every social media interaction, Rezidor donated 10 US\$ towards the education of G(irls)20 delegates.



WOLFGANG M. NEUMANN CLIMBS MOUNT KILIMANJARO FOR SOS CHILDREN’S VILLAGES IN KENYA



Wolfgang M. Neumann, Rezidor’s President & CEO, is not only a hotelier with heart and soul, but also a passionate mountaineer. Every two years he takes on a new personal challenge and always links it to a charitable cause. In February 2014, Wolfgang climbed Kilimanjaro, with 5,895 metres the world’s tallest free-standing mountain. At the summit he flew the ‘Yes I Can’ flag! He combined this exciting tour with a fundraising project for the SOS Children’s villages in Kenya.

SOS Children’s Villages – an international charity organisation founded in Austria – gives abandoned and orphaned children around the world the

security of a home: The kids live in family style orphan homes, and are educated in the village’s own kindergarten and school. For more information, visit: www.sos-childrensvillageskenya.org/

Through his climb, Wolfgang raised 27,000 US\$ for the charity. With this amount, one family home in Nairobi can be fully supported for a year. This is the start of a long-term charity relationship which the soon-to-be-opened Radisson Blu Hotel, Nairobi will take on.

Carlson Family Foundation has donated an additional 10,000 US\$ to SOS Children’s Villages to be used in an area affected by Ebola.



RADISSON BLU INTRODUCES #BLUROUTES FOR FITNESS ENTHUSIASTS

There’s no need to skip workouts while travelling. Our Radisson Blu hotels have introduced a new programme which provides guests with local running and cycling routes.

#BluRoutes start and end at the hotel. They are designed to help guests maintain their exercise routines while travelling. Each route has been carefully laid out by hotel staff who have a passion for sport. This ensures that our guests are experiencing the best running or cycling route that the local area has to offer.

#BluRoutes can be accessed via the Radisson Blu One Touch app. Guests may also access #BluRoutes via the hotel’s website, or request a printed map from reception.

For a full list of participating hotels go to www.radissonblu.com/bluroutes



ETHICS

Rezidor Named as Ethical Business for Fifth Consecutive Year

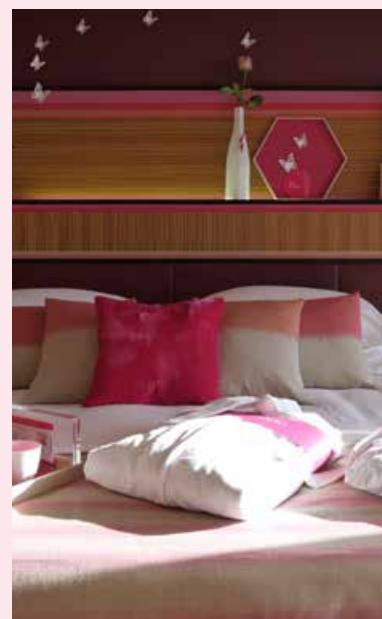
In 2014, Rezidor was listed as one of the World’s Most Ethical Companies by the Ethisphere Institute, a US think-tank dedicated to business ethics. This is the fifth consecutive year in which Rezidor has received this prestigious honour.

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 World’s Most Ethical Companies designation recognises companies that go beyond making statements about doing business ‘ethically’ and translate those words into action. Recipients not only promote ethical business standards and practices internally, they exceed legal compliance minimums and shape future industry standards by introducing best practices today.

The recognition provides companies with an opportunity to be recognised for their global ethics and compliance programmes. They are the companies who lead, forcing other companies to follow or fall behind. Such companies use ethical leadership as a profit driver. Each one embodies the true spirit of Ethisphere’s credo: ‘Good. Smart. Business. Profit.’

For more information go to www.ethisphere.com.



100% PINK ROOMS TO SUPPORT BREAST CANCER RESEARCH

Joining in the fight against breast cancer during Pink October, Radisson Blu hotels launched the ‘Be Pink!’ initiative. Guests could reserve a BePink room in one of the participating hotels in Brussels, Boulogne, Cannes, Djerba, Nice, Paris, and Toulouse.

Alternatively they could make a donation with their normal booking.

By booking a BePink room 10 € of the room rate was automatically donated to Europa Donna. Radisson Blu hotels matched this donation with an additional 10 € by for every night booked.

BePink partner Europa Donna is an organisation of women who, whether sick or not, are affected by cancer and the various treatment methods. They believe that, as members of a community, women should play an active role in making both the general public and institutions aware of breast cancer. The organisation works with healthcare professionals, politicians, and top policymakers in a unified movement of positive activism.

TOPICS INCLUDED IN CODE OF BUSINESS ETHICS

Rezidor’s Code of Business Ethics governs how we do business. It enables us to take positions on key issues of business ethics with a single voice.

The code includes ten principles which guide us whenever an ethical decision needs to be made. The principles are:

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

CODE OF BUSINESS ETHICS IMPLEMENTATION

Rezidor’s Code of Business Ethics applies to every person who works for us and every one of our companies. It is distributed to all employees in the ‘It’s All About You’ employee handbook. The Code of Business Ethics is available in summary and detailed form on www.rezidor.com and is included in our internal procedures manual. All employees are trained in the Code of Business Ethics, its implications and reporting processes. The training occurs in the classroom-based Living RB course which is mandatory for all employees.



Rezidor Ethics Whistleblower Website: A Cornerstone in the Code of Business Ethics implementation

A key pillar of ethics in Rezidor is 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 of Business Ethics and report concerns anonymously.

Any employee with concerns or questions about the Code is encouraged to raise these directly with their supervisor or person of trust in the hotel or regional organisation. If this is not possible, the employee can report the issue on www.rezidorethics.com. The site and hotline are available in eleven languages.

Compliance

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. The benefit of these subsidies totalled 245,000 € in 2014. Subsidies or tax relief was granted in Belgium, Denmark, Georgia, Germany, Mali, Norway, South Africa, Tunisia, and Turkey.

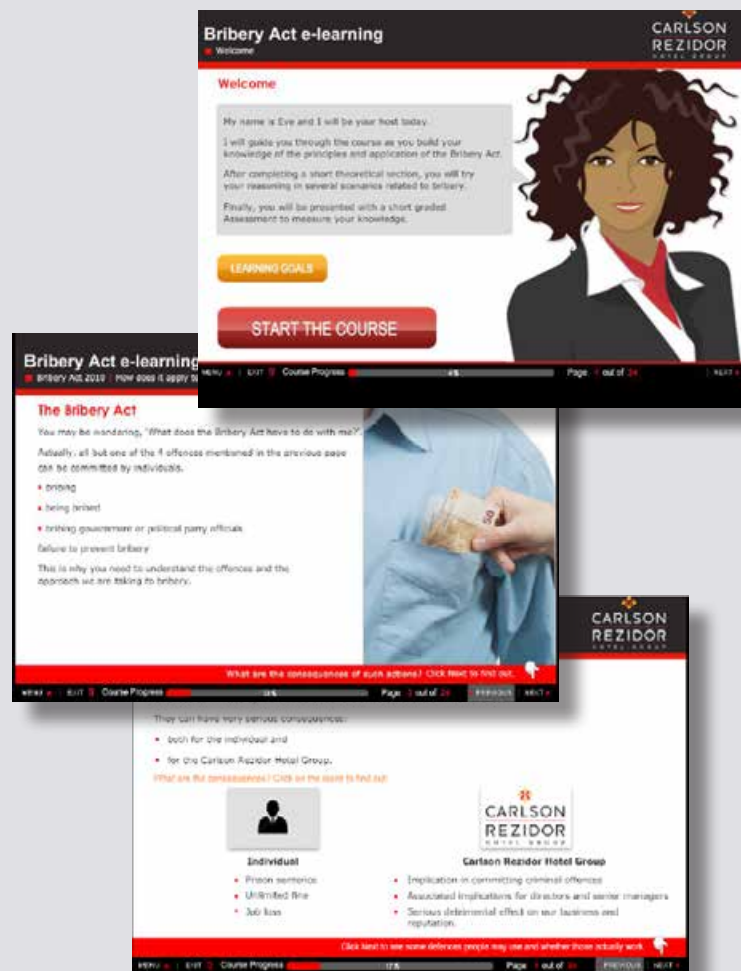
ANTI-BRIBERY TRAINING

Rezidor's Anti-Bribery e-learning programme provides participants with the opportunity to understand our company's policies and procedures and know how to correctly respond to any bribery related issues. The training is in line with the UK Bribery Act and the US Foreign Corrupt Practices Act. The aim of the course is to educate individuals about anti-bribery regulations and the consequences if they are not applied correctly. At the end of the training, participants know how to behave and act or react when confronted with bribery.

ANTI-BRIBERY COMPLIANCE

Compliance with the UK anti-bribery law and the US Foreign Corrupt Practices Act (FCPA) is ensured by

- making adherence part of our Code of Business Ethics
- training employees
- inserting a reference in all partner contracts
- confirming compliance by all employees in management positions once per year.



SUMMARY OF PROGRESS

Responsible Business Indicators	2014 Result	2013 Result	
Employees			
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	87.5%	87%	↗
Percentage of hotels that have made information on www.rezidorethics.com available to employees	96%	97%	↘
Customers			
Third party eco-labels (% of all Rezidor hotels)	75%	69%	↗
Responsible Business page on hotel website (% of all Rezidor hotels)	88%	75%	↗
Provide refillable amenity dispensers in public washrooms (% of all Rezidor hotels)	90%	93%	↘
Facilities for waste sorting by guests (% of all Rezidor hotels)	42%	37%	↗
Percentage of hotel rooms that are non-smoking	91%	88%	↗
Percentage of non-smoking hotels (guestrooms and public spaces)	72%	59%	↗
Property owners			
Number of hotel owners informed about the Responsible Business programme and hotel activities	92%	95%	↘
Suppliers			
Percentage of hotels sharing Rezidor Supplier Code of Conduct with their suppliers	81%	79%	↗
Percentage of hotels which request or provide advice on how suppliers can improve their environmental, social or ethical performance	27%	30%	↘
Percentage organic food and drinks served	11%	Not comparable	
Percentage of Fairtrade food and drinks served	10%	Not comparable	
Authorities			
Legal cases to Responsible Business legislation (environment, anti-bribery)	ZERO	ZERO	
Community			
Amount of money raised for corporate and local charities			
World Childhood Foundation (in €)	137,060 €	145,794 €	↘
Local charities (in €)	643,443 €	563,769 €	↗
Number of hotels participating in Responsible Business Action Month in September	269	265	↗
Environment			
Reduction in energy use (kWh/m ²)	256	281	
Reduction in energy use (kWh/occupied room)	85	91	
CO ₂ -equivalent emissions/guest-night (GN)	21.4	22.8	
Water usage (litres/GN)	335	340	
Residual waste to landfill or incineration (kg/GN)	1.26	1.96	

Radisson Blu Oslo Alna,
Oslo, Norway



254 ECO-LABELLED HOTELS

Austrian Eco-Label (1)

Park Inn by Radisson Uno City, Vienna

BREEAM (2)

Radisson Blu Hotel, East Midlands Airport
Radisson Blu Resort & Congress Centre, Sochi

Earth Check Gold (1)

Radisson Blu Resort, El Quseir

Golden Leaf (1)

Radisson Blu Hotel, Beijing

Green Globe (2)

Radisson Blu Hotel, Cottbus
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
Radisson Blu Hotel & Spa, Sligo

Green Key (195)

Austria

Park Inn by Radisson Linz
Radisson Blu Style Hotel, Vienna

Bahrain

The Diplomat Radisson Blu Hotel Residence & Spa, Manama

Belgium

Park Inn by Radisson Antwerp
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 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
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

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
Radisson Blu Royal Hotel, Vaasa

France

Radisson Blu Resort & Spa, Ajaccio Bay
Radisson Blu Hotel, Biarritz
Radisson Blu 1835 Hotel & Thalasso, Cannes
Radisson Blu Resort, Arc 1950
Park Inn by Radisson Nancy
Radisson Blu Hotel, Lyon
Radisson Blu Hotel, Marseille Vieux Port
Park Inn by Radisson Nice Airport
Radisson Blu Hotel, Nice
Radisson Blu Hotel, Nantes
Radisson Blu Hotel, Paris-Boulogne
Radisson Blu Hotel at Disneyland® Resort Paris
Radisson Blu Le Metropolitan Hotel, Paris Eiffel
Radisson Blu Hotel, Champs Elysées, Paris
Radisson Blu Hotel, Paris Charles de Gaulle Airport
Radisson Blu Le Dokhan's Hotel, Paris Trocadero
Radisson Blu Hotel, Toulouse Airport

Georgia

Radisson Blu Hotel, Batumi
Radisson Blu Iveria Hotel, Tbilisi

Germany

Radisson Blu Hotel, Berlin
Radisson Blu Hotel, Bremen
Radisson Blu Hotel, Cologne
Radisson Blu Park Hotel & Conference Centre, Dresden Radebeul
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

Iceland

Radisson Blu Saga Hotel, Reykjavik
Radisson Blu 1919 Hotel, Reykjavik

Italy

Radisson Blu Hotel, Milan

Jordan

Radisson Blu Tala Bay Resort, Aqaba

Kazakhstan

Park Inn by Radisson, Astana
Radisson Hotel, Astana

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

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 Palace Hotel, Noordwijk-aan-Zee
 Radisson Blu Hotel, Amsterdam Airport, Schiphol

Norway

Radisson Blu Hotel, Ålesund
 Radisson Blu Hotel Norge, Bergen
 Radisson Blu Royal Hotel, Bergen
 Radisson Blu Hotel, Bodø
 Radisson Blu Caledonien Hotel, Kristiansand
 Park Inn by Radisson Oslo
 Park Inn by Radisson Hotel & Conference Centre Oslo Alna
 Park Inn by Radisson Oslo Airport
 Radisson Blu Scandinavia Hotel, Oslo
 Radisson Blu Hotel, Oslo Alna
 Radisson Blu Plaza Hotel, Oslo
 Radisson Blu Park Hotel, Fornebu, Oslo
 Radisson Blu Airport Hotel, Oslo
 Radisson Blu Hotel Nydalen, Oslo
 Park Inn by Radisson Stavanger
 Radisson Blu Atlantic Hotel, Stavanger
 Radisson Blu Royal Hotel, Stavanger
 Radisson Blu Hotel, Tromsø
 Radisson Blu Royal Garden Hotel, Trondheim
 Radisson Blu Hotel, Trondheim Airport

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
 Park Inn by Radisson Sochi City Centre
 Radisson Blu Resort & Congress Centre, Sochi
 Radisson Blu Beach Resort & Spa, Sochi
 Radisson Blu Hotel, Rosa Khutor
 Park Inn by Radisson Astrakhan
 Park Inn by Radisson Yaroslavl
 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
 Park Inn by Radisson Petrozavodsk

Saudi Arabia

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

Serbia

Radisson Blu Old Mill Hotel, Belgrade

Spain

Radisson Blu Hotel, Madrid Prado
 Radisson Blu Resort, Gran Canaria

Sweden

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

Switzerland

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

Tunisia

Radisson Blu Ulysse Resort & Thalasso, Djerba
 Radisson Blu Resort & Thalasso, Djerba
 Radisson Blu Resorts & Thalasso, Hammamet

Turkey

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

Ukraine

Park Inn by Radisson Donetsk
 Radisson Blu Hotel, Kiev
 Radisson Blu Hotel, Kyiv Podil
 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 (5)**South Africa**

Radisson Blu Hotel, Sandton Johannesburg
 Radisson Blu Hotel Waterfront, Cape Town
 Park Inn by Radisson Sandton
 Radisson Blu Hotel, Port Elizabeth

Ethiopia

Radisson Blu Hotel, Addis Ababa

The Green Tourism Business Scheme, UK (27)

Park Inn by Radisson Belfast
 Radisson Blu Hotel, Belfast
 Park Inn by Radisson Birmingham Walsall
 Park Inn by Radisson Birmingham West
 Radisson Blu Hotel, Birmingham
 Radisson Blu Hotel, Bristol
 Radisson Blu Hotel, Cardiff
 Radisson Blu Hotel, Edinburgh
 Radisson Blu Hotel, Glasgow
 Radisson Blu Waterfront Hotel, Jersey
 Radisson Blu Hotel, Leeds
 Park Inn by Radisson Thurrock
 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 York City Centre
 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

ISO 1400 (1)**Luxembourg**

Park Inn by Radisson Luxembourg City

Hungarian Green Hotel Award (3)

Radisson Blu Béke Hotel, Budapest
 Park Inn by Radisson Budapest
 Park Inn by Radisson Sarvar

Maltese Eco-label (1)

Radisson Blu Bay Point Resort, St. Julian's

Nordic Swan Eco-label (3)**Norway**

Radisson Blu Polar Hotel, Spitsbergen

Sweden

Park Inn by Radisson Uppsala
 Park Inn by Radisson Stockholm
 Hammarby Sjöstad

GRI STANDARD DISCLOSURES TABLE

AR = Rezidor Annual Report 2014

RBR = Rezidor Responsible Business Report 2014

Indicator according to Global Reporting Initiative (G3)	Page
1. Strategy and Analysis	
1.1 Statement from the CEO	RBR 1
1.2 Description of key impacts, risks, and opportunities	RBR 4
2. Organisational Profile	
2.1 Name of the organisation	RBR 2
2.2 Primary brands, products, and/or services	RBR 2
2.3 Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures	RBR 2, AR 17–21, AR Accounts 14, 32
2.4 Location of organisation's headquarters	RBR inside front cover
2.5 Number of countries where the organisation operates, and names of countries with major operations	AR 17–21, AR 30–32
2.6 Nature of ownership and legal form	AR 16
2.7 Markets served	RBR 2
2.8 Scale of the reporting organisation	RBR 2, AR 30–32
2.9 Significant changes during the reporting period regarding size, structure, or ownership	AR Accounts 14
2.10 Awards received in the reporting period	RBR 7, AR 38
3. Report Parameters	
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 inside front cover
REPORT SCOPE AND BOUNDARY	
3.5 Process for defining report content, including:	
• Determining materiality	
• Prioritising topics within the report	RBR 4–6
• 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	RBR inside front cover
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 16, AR Accounts 2–4, 32
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 back cover
3.12 Table identifying the location of the Standard Disclosures in the report	RBR 40–41

Indicator according to Global Reporting Initiative (G3)	Page
4. Governance, Commitments, and Engagement	
GOVERNANCE	
4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight	
4.2 Indicate whether the Chair of the highest governance body is also an executive officer	AR Accounts 52–60
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	
STAKEHOLDER ENGAGEMENT	
4.14 List of stakeholder groups engaged by the organisation	
4.15 Basis for identification and selection of stakeholders with whom to engage	RBR 6
5. Performance Indicators	
ECONOMIC PERFORMANCE INDICATORS	
<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 Accounts 10–13, RBR 35
EC2 Financial implications and other risks and opportunities for the organisation's activities due to climate change	RBR 4, 10
EC4 Significant financial assistance received from government	RBR 35
<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 31
ENVIRONMENTAL PERFORMANCE INDICATORS	
<i>Aspect: Energy</i>	
EN3 Direct energy consumption by primary energy source	RBR 11
EN5 Energy saved due to conservation and efficiency improvements	RBR 11
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 11
<i>Aspect: Emissions, Effluents, and Waste</i>	
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved	RBR 10–18
SOCIAL PERFORMANCE INDICATORS	
LABOUR PRACTICES AND DECENT WORK INDICATORS	
<i>Aspect: Employment</i>	
<i>Aspect: Training and Education</i>	
LA11 Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	RBR 24–25
LA12 Percentage of employees receiving regular performance and career development reviews	RBR 23
HUMAN RIGHTS PERFORMANCE INDICATORS	
<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 19
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 21, 27
SOCIETY PERFORMANCE INDICATORS	
<i>Aspect: Corruption</i>	
SO3 Percentage of employees trained in organisation's anti-corruption policies and procedures	RBR 36
SO4 Actions taken in response to incidents of corruption	RBR 35
<i>Aspect: Public Policy</i>	
SO5 Public policy positions and participation in public policy development and lobbying	RBR 35
SO6 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	RBR 35
<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, 35
PRODUCT RESPONSIBILITY PERFORMANCE INDICATORS	
	N/A

GLOBAL COMPACT COMPLIANCE

Principles of the Global Compact

Rezidor Systems and Processes

HUMAN RIGHTS

Principles 1: Businesses should support and respect the protection of internationally proclaimed human rights.

- Living & Leading Responsible Business Training
- Employee Handbook – It's All About You
- Supplier Code of Conduct and agreements
- Human Rights Policy

Principle 2: Businesses should make sure that they are not complicit in human rights abuses.

- Code of Business Ethics
- www.rezidorethics.com
- Policy against the Facilitation of Prostitution
- Supplier Code of Conduct and agreements
- Human Rights Policy

LABOUR

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

- Human Resources Guidelines
- Employee Handbook
- European Works Councils
- Supplier Code of Conduct
- Employment Principles

Principle 4: Businesses should support the elimination of all forms of forced and compulsory labour.

- Code of Business Ethics
- Supplier Code of Conduct and agreements
- Employment Principles
- Human Rights Policy

Principle 5: Businesses should support the effective abolition of child labour.

- Code of Business Ethics
- ECPAT Code of Conduct
- Supplier Code of Conduct and agreements
- Employment Principles
- Human Rights Policy

Principle 6: Businesses should support the elimination of discrimination in respect to employment and occupation.

- Human Rights Policy
- Employee Handbook
- Living & Leading Responsible Business training
- Policy on Recruitment and Selection
- Transfer Policy
- Policy against Sexual Harassment and Illicit Activities
- Social Networking Policy
- Supplier Code of Conduct
- Employment Principles
- Human Resources Guidelines

ENVIRONMENT

Principle 7: Businesses should support a precautionary approach to environmental challenges.

- Responsible Business Policy
- Responsible Construction and Renovation Guidelines
- Environmental reporting and targets
- Think Planet Energy and Water Action Plans
- Think Planet Solutions Catalogue

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

- Global Compact Caring for Climate
- Responsible Business Policy
- Responsible Construction and Renovation Guidelines
- Think Planet tools
- Living & Leading Responsible Business training
- Supplier Code of Conduct
- Hotel eco-labels
- Club Carlson Meetings Minus Carbon

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

- Responsible Construction and Renovation Guidelines
- Think Planet tools and guest-facing communication
- Club Carlson Meetings Minus Carbon
- Eco-labelled hotels

ANTI CORRUPTION

Principle 10: 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 www.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. Rezidor has a unique and long history of Responsible Business. There's no business without Responsible Business at Rezidor.

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.

2013

- Rezidor becomes lead partner of the Youth Career Initiative.
- New Responsible Business training launched.

OVER **20 YEARS**
OF **CONTINUOUS COMMITMENT**
TO **RESPONSIBLE BUSINESS**

THE
REZIDOR
HOTEL GROUP

www.rezidor.com

 QUORVUS
COLLECTION

 Radisson 

 Radisson 

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