

RESPONSIBLE BUSINESS REPORT 2015



THE
REZIDOR
HOTEL GROUP

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SCOPE AND BOUNDARIES OF THIS REPORT

The Rezidor 2015 Responsible Business Report describes the most material 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 2015 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 354 properties which were in operation on 31 December 2015. For new hotels that were opened in 2015 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 2015 Annual Report. Rezidor applies the precautionary principle. This is our 10th annual Responsible Business Report.

The Responsible Business Report has not been independently reviewed by auditors or any other third party. It is prepared in accordance with the GRI G4 Disclosure Guideline, CORE option.

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THINK PLANET

22

% ENERGY SAVED

THINK PEOPLE

87.5

EMPLOYEE
SATISFACTION SCORE

THINK TOGETHER

5,000+

VOLUNTEERING DAYS

LETTER FROM THE CEO

Responsible Business is an essential part of Rezidor's business philosophy. We act in a sustainable way, and care for our people and our planet.

Due to our Scandinavian roots and heritage,

Responsible Business has a long tradition at Rezidor. Our first environmental policy dates back to 1989, and we were one of the first international hotel companies to introduce a group-wide Responsible Business programme. We are proud that our continued efforts are acknowledged beyond the industry: since 2010, we were named each year one of the World's Most Ethical Companies by the think-tank "Ethisphere".

Rezidor's Responsible Business programme supports our 4D Strategy of Develop Talent, Delight Guests, Drive the Business and Deliver Results. It is based on three core components:

- Think Planet – minimising our environmental footprint
- Think People – taking care of the health & safety of guests and employees
- Think Together – community action and business ethics.

In 2015, we continued to drive our long-term Think Planet activities and achieved impressive savings in energy (22%) and water (29%). Focusing on water stewardship, we also launched a Radisson Blu partnership with "Just a Drop" and donate USD 15 for every 250 towels re-used in our hotels – enough to provide one child with drinking water for life. Our worldwide Meetings Minus Carbon offsetting programme for Meetings & Events by Club Carlson equally grewed: 32,000 tonnes of CO₂e have been offset and 32,000 trees have been planted.

Our Think People initiatives were concentrated on the further development of our Safety & Security programme – a key item for our guests and business partners in today's changing environment. Rezidor's corporate security management programme TRIC=S is

classified as best practice within the hospitality industry. In 2015, we were one of the pioneers to sign an agreement with Safehotels, an independent third-party global security consultancy – 65 of our hotels were already certified in the course of the year.

During Rezidor's Responsible Business Action Month and throughout the year, our teams prove they have a true heart for their local communities, raising €1,3m in in-kind and cash donations. Various hotels in Europe have and continue to support vulnerable refugees.

The COP21 agreement and the launch of the Sustainable Development Goals in 2015 have confirmed the role that international businesses can and must play in curbing climate change and in contributing to sustainable development around the globe. The tourism industry provides income through employment and job creation and fosters sustainable development by focusing on employability and education. Collaboration within our sector is essential in these important missions – so I am driving alignment between all major global hotel groups in my role as Chairman of the International Tourism Partnership (ITP) that I am holding since June 2015.

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

Yours sincerely,



Wolfgang M. Neumann
President & CEO



"International businesses can and must play a role in driving sustainable development around the globe."

ABOUT REZIDOR

The Rezidor Hotel Group is one of the most dynamic hotel operators in the world with a presence in 80 countries across Europe, the Middle East, and Africa.

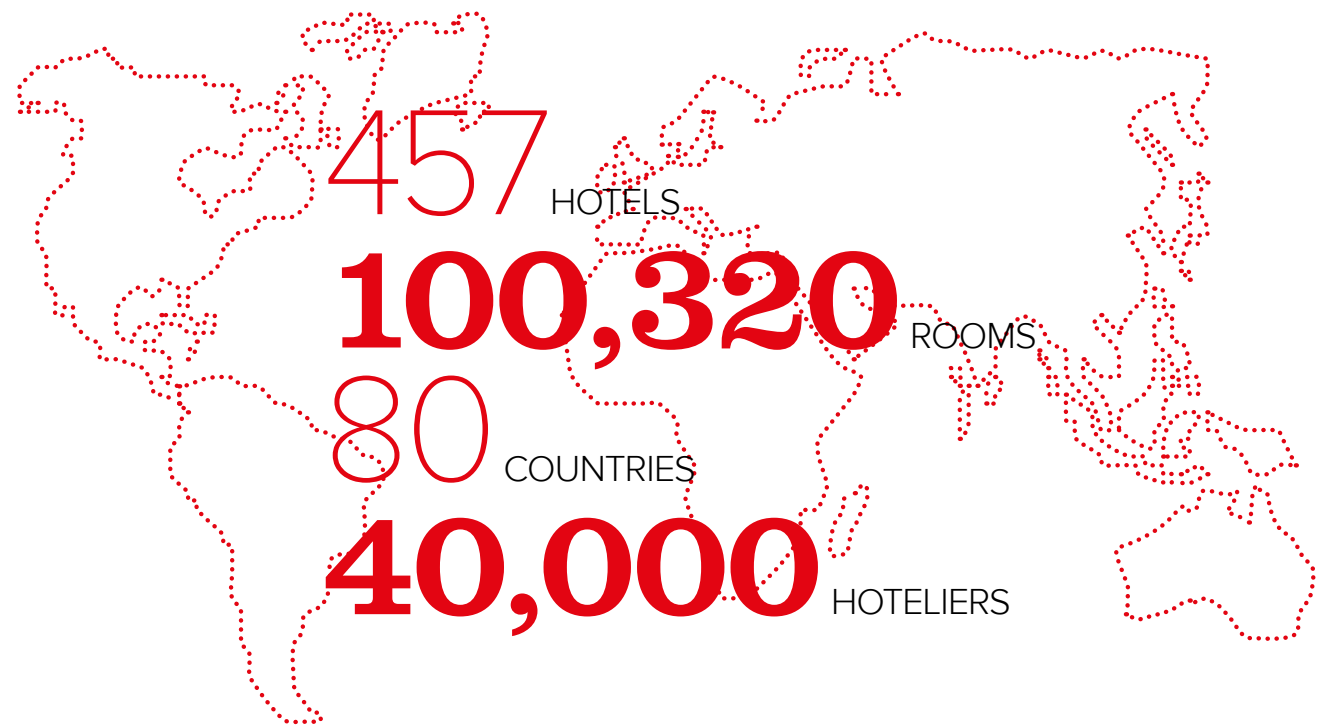
Rezidor has a portfolio of 457 hotels in operation or under development containing more than 100,000 guestrooms. Rezidor is a member of the global Carlson Rezidor Hotel Group.

At the end of 2015, Rezidor had 354 hotels in operation offering 78,428 guestrooms in 63 countries. Another 103 hotels and 21,572 rooms were under development.

Rezidor's core brands are Radisson Blu (upper upscale) and Park Inn by Radisson (mid scale). They are complemented by our new brands: Quorvus Collection (luxury) and Radisson RED (lifestyle select). For frequent guests, Rezidor offers the Club Carlson loyalty programme.

Since November 2006, Rezidor has been listed at Nasdaq OMX Stockholm (Sweden). Carlson, a privately held global hospitality and travel company based in Minneapolis (USA), is the majority shareholder. Rezidor's Corporate Support Office is based in Brussels, Belgium.

Rezidor's group-wide and award-winning Responsible Business programme has been implemented in all managed and leased hotels as well as in our corporate offices. Franchise operators are strongly encouraged to adopt the programme.



HIGHLIGHTS 2015

2015 has been an exciting and challenging year for Rezidor’s Responsible Business programme. Our main achievements include:



- Energy savings reach 22%*
- Water stewardship programme continues, reducing Rezidor’s water consumption by 29%
- Proportion of eco-labelled hotels in the group reaches 77%
- Meetings Minus Carbon offsets 32,000 tonnes of carbon and plants 32,000 trees

* Weather adjusted



- Safehotels alliance certifies 65 Rezidor hotels
- Employee satisfaction score remains high at 87.5
- Radisson Blu’s Pink Breakfast focuses on preventing breast cancer
- New courses launched to develop our female talent



- Rezidor is recognised as one of the World’s Most Ethical Companies for the sixth year in a row
- €1.3m donated to charity
- Rezidor employees complete 5,000+ days of volunteering
- Blu Planet, the innovative towel re-use program at Radisson Blu, provides safe drinking water to 4,700 children

Responsible Business performance indicators:

Indicator	2015	2014	2013
Energy/m ² (kWh) ¹⁾	254	266 ²⁾	279 ²⁾
Energy/occupied room (kWh) ¹⁾	85	89 ²⁾	90 ²⁾
Water/guest-night (liters) ¹⁾	333	335	340
Carbon Footprint per guest-night (kg CO ₂ e) ¹⁾	22.1	21.4	22.8
Climate analysis Employee Satisfaction Survey	87.5	87.5	87
Safety and security: Safehotels Alliance certification	65	n/a	n/a

1) Rezidor managed and leased hotels

2) Restated

SUSTAINABLE BRANDS



BLU PLANET 'CHOOSE TO REUSE SAVES LIVES'

For every 250 towels that our guests choose to reuse, Radisson Blu Hotels make a donation to the international water charity "Just A Drop" to provide a child with safe drinking water for life.

Donations from more than 230 Radisson Blu hotels go to "Just A Drop" drinking water and sanitation projects in Kenya.

The social benefits of these projects are tangible. At the Ikalaasa Secondary School in Kenya, we have installed a water tank. One of the female students told us that it has had a big impact, particularly for the girls in the school. They have been able to improve their personal hygiene and this helps them to concentrate in lessons. Financially, having the water tanks also helps the school. Until the tank was installed, a large part of the school's budget was spent buying water. The school will now use that money to invest in a better science laboratory.



PINK BREAKFAST

In October, Radisson Blu hotels supported the worldwide breast cancer awareness month with the Pink Breakfast. On the Pink Breakfast buffet, food and drink items which can help reduce (breast) cancer, were added to the Radisson Blu Super Breakfast. In collaboration with eminent nutritionist Dr Serog, six specific ingredients and some creative and healthy recipes were introduced. As part of the campaign, donations were collected for Europa Donna, the international breast cancer awareness organisation.

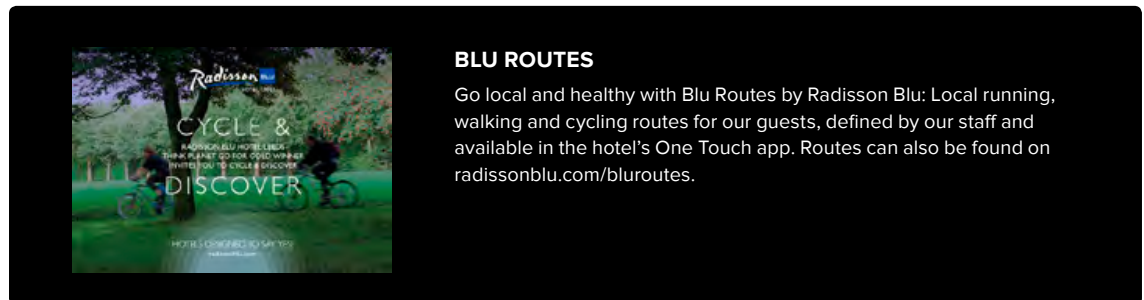


BRAIN FOOD

Brain Food for Radisson Blu Experience meetings is good for our guests! The food is healthy and helps you maintain a constant attention span. It's also good for the planet because it includes more local, organic and vegetarian options.

The six principles of Brain Food:

1. Lots of fish, whole grain, fruit and vegetables.
2. Primarily fresh, locally sourced ingredients.
3. Pure ingredients with minimal industrial processing.
4. Less meat and always a maximum 10% fat content.
5. Natural sweeteners and never more than 10% added sugar.
6. Focus on good taste and on satisfying the senses.



BLU ROUTES

Go local and healthy with Blu Routes by Radisson Blu: Local running, walking and cycling routes for our guests, defined by our staff and available in the hotel's One Touch app. Routes can also be found on radissonblu.com/bluroutes.

SUSTAINABLE BRANDS



PARK INN #ADDCOLOURTO LIVES MURALS

Park Inn by Radisson is a young dynamic brand which cares for youth at risk with Adding Colour to Lives. To launch the programme in September 2015, we invited Joel Bergner (joelartista.com), a recognised artist and social educator, to create and paint a series of public murals together with local, disadvantaged youth and our staff in Brussels, Cape Town, Heathrow, Köln and Malmö. The project generated a unique collaboration and gave the young people a voice to express themselves through art.



SMART FOOD

Purchasing local ingredients is a key element of Smart Food by Park Inn by Radisson.

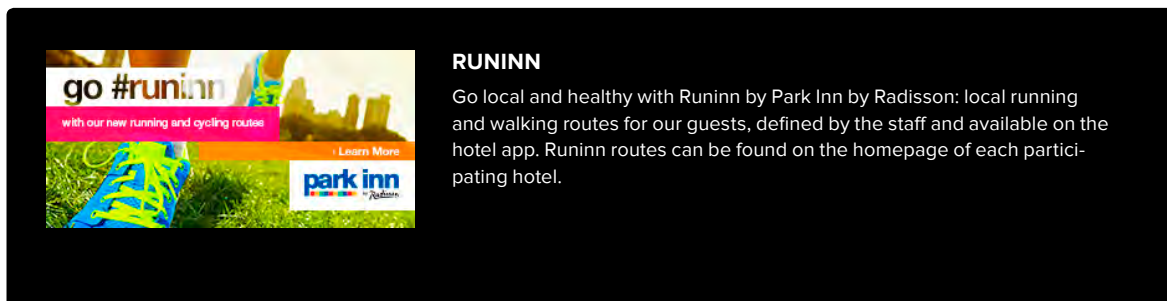
Whether you're looking for a coffee break, working lunch or a more classic sit-down buffet, our extensive menus offer a superb variety of choice. Offering well-balanced and nutritious meals using fresh, local produce, our food tastes great and is ethically sourced. Easy to eat and presented in style, keeping your meeting or event as energised as the surroundings.

Comfy Classics – Our take on the soup, salad and sandwich lunch, but delivered with Park Inn by Radisson style.

2-bite food – Not just your typical finger food, little portions that say yum! Perfect for mingling.

Bento Box – A fresh alternative to the conventional plated lunch.

Food fight – Our more substantial buffet menu for when size matters!



RUNINN

Go local and healthy with Runinn by Park Inn by Radisson: local running and walking routes for our guests, defined by the staff and available on the hotel app. Runinn routes can be found on the homepage of each participating hotel.

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. Our Responsible Business policies, strategy and activities are in line with the ten principles of the Global Compact. They also incorporate the elements of Water Stewardship.

Striving to be a successful and sustainable business requires a dedicated appreciation of the environment in which we operate. This section describes how we have defined the most material topics for our organisation in accordance with the Global Reporting Initiative (GRI) G4 process.

REZIDOR COMMITMENTS TO ITS STAKEHOLDERS

Our most significant impacts are important, both for our long-term success as a company, and for our stakeholders as they affect the decisions that stakeholders make in relation to Rezidor. We recognise that we have an impact on a wide range of stakeholders, both directly and indirectly.

Rezidor believes that we have a clear responsibility to take serious action on the various material topics which face our company and to continue on the sustainable tourism route. At Rezidor, we achieve this by

making Responsible Business the way we do business and by continuously evaluating where we stand and how we can do better.

Rezidor has identified eight Responsible Business stakeholder groups. We maintain clear commitments to each group.

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

Click here to read our Responsible Business Policy



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 who 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.

MATERIALITY ASSESSMENT

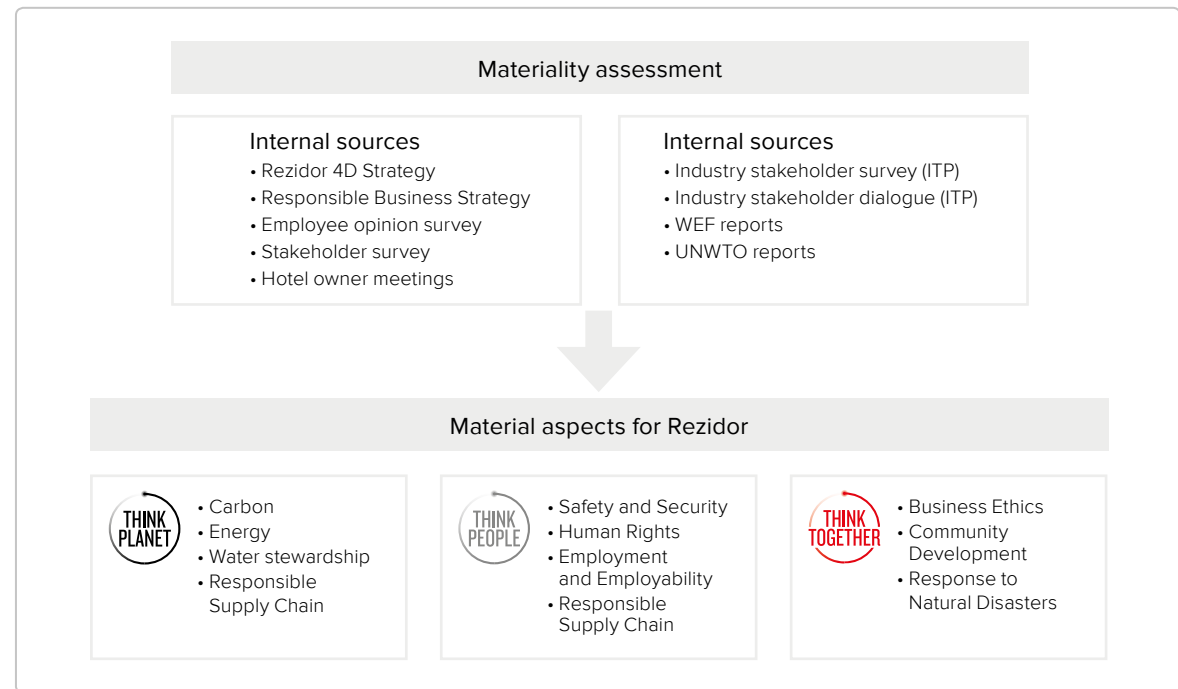
For its materiality assessment, Rezidor based itself on the following internal and external sources:

- **The International Tourism Partnership (ITP) Industry Stakeholder Dialogue.** ITP is a global platform which brings together the leading hotel chains, including Rezidor. In 2014, ITP promoted the analysis and mapping of relevant ethical, social, and environmental issues through a stakeholder questionnaire and in-depth interviews. From this, a materiality matrix was developed which hotel chains used as the basis to identify their company’s materiality. The process culminated in a stakeholder dialogue event

which was used to discuss two issues that stakeholders viewed as particular challenges for the industry: water consumption and labour standards /human rights.

- **A company-specific online evaluation with internal and external stakeholders** such as General Managers, hotel owners, and corporate clients. The survey evaluated Responsible Business issues that matter today and in the future and had 280 respondents.
- **Continuous interactions with various stakeholder groups** through our daily operations and dedicated exchanges, for example our annual employee survey (see page 25).

- **Our company’s 4D vision and long-term strategy,** in particular our Responsible Business Strategy and targets. In 2016, we will finalise a worldwide 2020 Carlson Rezidor Responsible Business Strategy.
- **External contextual information and research** such as the World Economic Forum yearly risk assessment report.



ORGANISATION AND GOVERNANCE

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

Head Office	Board of Directors	The Board of Directors is periodically informed about the Responsible Business progress, as needed.
	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 21 Regional Responsible Business Coordinators who set regional targets in line with Group strategy. They also follow-up on progress made by hotels.
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. All employees are trained on Responsible Business.



MEMBERSHIPS

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 business and other stakeholders from 140 countries. Since 2000, the Global Compact has been a strategic policy initiative for businesses which are committed to aligning their operations and strategies with its ten principles which cover the areas of human rights, labour, the environment, and anti-corruption.

UN CEO Water Mandate. The UN's 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. The Rezidor Hotel Group announced its involvement with the UN CEO Water Mandate in 2014 and was the first hospitality company to do so. 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. In 2014 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.

World Travel & Tourism Council (WTTC). An international organisation of travel industry executives which promotes global travel and tourism. Rezidor is represented together with other Carlson companies.

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. In June 2015, Wolfgang M. Neumann, President & CEO of Rezidor, became chairman of ITP. Together with Carlson, we continue to play a leading role in the hospitality industry's forum on Responsible Business, in particular on the Youth Career Initiative, the Hotel Carbon Measurement Initiative, the Hotel Water Measurement Initiative, and ITP's Human Trafficking work.

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 UN World Trade Organisation (WTO) and UNICEF. Carlson was the first major North American hospitality company to sign the Code in 2004. Together with Carlson, we adhere to the Code's principles in all of our hotels.

OSAC. Rezidor is one of the founding members of US State Department's Overseas Security Advisory Council (OSAC) Hotel Security Working Group and continues to be one of its leading members.

RECOGNITION AND AWARDS

- 2015 Guardian Sustainable Business Award for Diversity and Inclusion with the Park Inn by Radisson Newlands, Cape Town, employing 30% deaf staff.
- Top honours at the Worldwide Hospitality Awards with Meetings Minus Carbon by Club Carlson.
- As one of the active members of the Overseas Security Advisory Council (OSAC), Carlson Rezidor received the Constituent Council Achievement Award from the International Security Foundation.
- One of the World's Most Ethical Companies for the sixth year in a row by the Ethisphere Institute. The designation recognises companies that not only promote ethical business standards and practices internally, they exceed legal compliance minimums and shape future industry standards by introducing best practices today. Rezidor is one of 131 leaders from various industries with the ranking.
- Best Employer in Hospitality (UK) in 2014 and 2015.
- 2015 Excellence Award for the most outstanding PR and Communications strategy in Africa, for Sierra Leone – Ebola Outbreak.
- EcoVadis Silver supplier ranking for sustainable practices. EcoVadis 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.



TOGETHER
FOR A GREENER FUTURE

77
% OF HOTELS
ECO-LABELLED

22
% ENERGY SAVED

32,000
TONNES OF CO₂ OFFSET
AND TREES PLANTED

**WATER
STEWARDSHIP**



ENERGY

As a pioneer of sustainability, Rezidor implemented the hotel industry's first environmental policy in 1989. We followed with the first comprehensive Responsible Business programme in 2001. Since then we have gradually developed various environmental actions and launched Think Planet in 2012. Think Planet covers the environmental actions of the business including energy efficiency, carbon offset, water conservation, waste management, and sustainable procurement. Our goal is to minimise Rezidor's environmental footprint without compromising guest comfort.

ENERGY EFFICIENCY

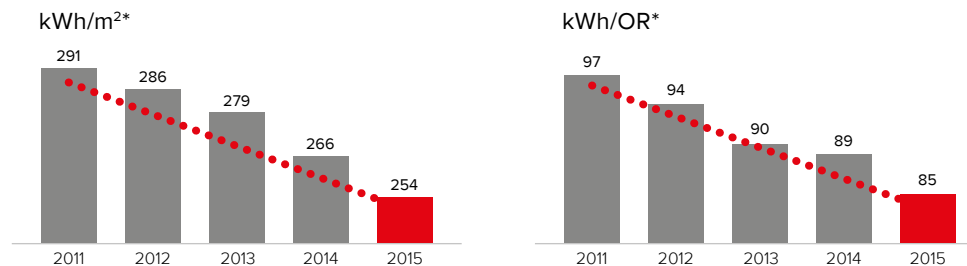
Due to the nature of the hotel business, hotels consume a lot of energy in air conditioning, food service, the living environment, and recreational facilities to provide our guests with the best service. However, we never stop trying to reduce our use of energy.

Think Planet was launched in 2012 as a campaign to reduce energy consumption by 25% (compared to 2011) before the end of 2016. In order to guide our actions and initiatives, we developed five pillars for the energy saving part of Think Planet:

- 1. Think Planet investments.** We believe that investments are the first step in saving energy. As well as investing in proven energy saving measures such as LED lighting, we are also testing innovative technologies: for example, wireless guestroom controls.
- 2. LED lighting retrofit.** LED lights use 95% less energy than conventional bulbs and have a lifespan that is 25% longer. This makes it an ideal technology to reduce energy consumption. We introduced a Group-wide initiative to retrofit LED lights in all of our hotels and to obtain technical advice from our key lighting suppliers.
- 3. Responsible renovation and construction.** We want to create buildings with the lowest possible carbon footprint. At Rezidor, this is done based on the Think Planet principles in our standards and in close cooperation with property owners, builders, and architects.
- 4. Think Planet tools.** Easy to implement energy saving tools which provide a quick return on investment – for example, motion and daylight sensors.
- 5. Think Planet habits.** The involvement of all employees is essential to realise our Think Planet targets. We use continuous and creative communication to ensure that employees develop good energy use habits such as switching off appliances and lights when not in use.

2015 RESULTS

During 2015, Rezidor's energy intensity reduced further to 254 kWh/m² and 85 kWh/occupied room. These gains have been achieved by optimising the lighting, heating and cooling systems, focusing on energy efficiency in daily operations, and investing in new technologies. In weather adjusted terms, this corresponds to a 22% saving in kWh per square meter and a 21% saving in kWh/OR. The total energy consumption of the group amounts to 1,176,521 MWh.



* Restated data.
Data restated based on improved quality of hotel data.

ENGAGING STAFF IN THINK PLANET HABITS WITH LUMI

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 Think Planet employee engagement programme includes:

- The 2012 Lumi quiz – by answering five energy related questions correctly, employees had a chance to win an iPad each month.
- Lumi tips – every week Lumi gives 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.
- The Lumi Talks video competition where hotels send in their short videos showing how they are saving energy in their hotel.

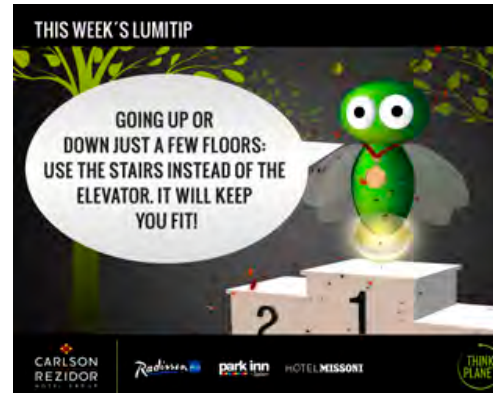
LIGHTING

About half of the energy consumed by a hotel is used for lighting. During 2015, Rezidor hotels invested over €2m in LED lights. This is in addition to the €2.5m invested in LEDs in 2014. By the end of 2015, environmentally friendly LED and compact fluorescent lights (CFL) accounted for 78% of all lights in our hotels.

RESPONSIBLE RENOVATION AND CONSTRUCTION

Rezidor applies Think Planet principles to all new-build hotels and major renovations. The principles cover all relevant issues relating to the construction site and the building. Our guidelines require the use or development of:

- Sustainable and renewable energy sources and measures to improve the thermal insulation of facades to minimise heat loss and gain
- Heat and rainwater recovery systems
- Building management systems
- Effective waste and recycling systems
- 100% LED lighting for outside signage.



KENYA'S FIRST

One of our most recent successes is the Radisson Blu Hotel Nairobi Upper Hill which was awarded the Green Key eco-label in January 2016. As the first Green Key hotel in Kenya, it fully demonstrates the Think Planet commitment of Rezidor. The hotel integrates environmental technologies in the building including systems which enable us to reuse grey water for irrigation, a reverse osmosis plant for water production, energy efficient lights for interior and facade lighting, and solar panels for hot water production.

WATER STEWARDSHIP



To address the challenge of managing global water resources and providing everyone with access to clean drinking water, the United Nations established the CEO Water Mandate in 2007. This unique public-private initiative is designed to assist companies in the development, implementation, and disclosure of water sustainability policies and practices. As a member of UN Global Compact since 2009, Rezidor signed the CEO Water Mandate in 2014, becoming the first hospitality company to do so.

Since Rezidor signed the mandate, we have centred our actions on the following six water stewardship commitments:

1. Direct operations
2. Supply chain
3. Collective action

4. Public policy
5. Community engagement
6. Transparency.

INITIATIVES

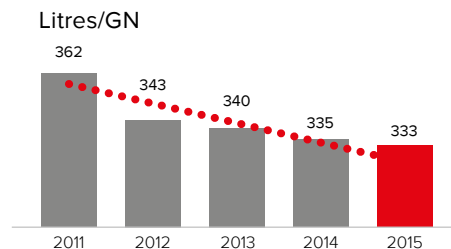
As part of our Think Planet programme, the Think Planet water initiative has been specifically designed to help our hotels to further reduce their water consumption.

The action plan and toolkit we have developed includes:

- Tools and solutions for guest rooms, kitchens, pools, landscaping, and technical plants. We install water-saving technologies in areas where water consumption is high, and engage our guests through initiatives such as our towel re-use programme which directly benefits children living in water-stressed areas.

2015 WATER CONSUMPTION IN DIRECT OPERATIONS

Around 36% of Rezidor's water consumption occurs in water-stressed areas (exclusively in the Middle East and Sub-Saharan Africa). Because of this, we pay close attention to reducing the use of water in our operations. Between 2007 and 2015, Rezidor reduced water consumption by 29% (in litres/guest-night). By the end of 2015, our hotels' average water consumption amounted to 333 litres/guest night.



Click here to see the film



The Blu Planet towel reuse programme is good for the planet and for local communities.

Click here to see the film



Our second water-workshop demonstrates true cooperation and leadership in this core topic in the hospitality industry.

- Three movies, featuring our mascot Lumi, are used to train housekeeping, laundry, and kitchen staff. We designed the Lumi performance board in order to help our staff understand the standard and track their performance with accuracy and credibility.

SUPPLY CHAIN

It is estimated that 86% of the total direct and indirect water footprint of hotels originates in Food & Drink, mostly through embedded water needed to grow the products served (ref. Accor PWC 2011 Environmental Footprint Analysis). Only 14% of the total water footprint across the value chain of a hotel is consumed directly in operations.

Laundry (either in-house or through suppliers) accounts for up to 20% of a hotel's direct water consumption. Rezidor is working with various suppliers to minimise the overall water footprint in these areas of our operations.

- Our main tea supplier is Ronnefeldt, a family business which has existed for nearly 200 years. Ronnefeldt sources all of its tea from traditional growers who do not use additional irrigation. Half of the tea they supply is grown organically and Ronnefeldt aims to make this 100% within five years.
- Use of Diversey CLAX laundry products dramatically reduces the environmental impact of our in-house laundry operations. The lifetime of linen products is

also extended. At the Radisson Blu Hotel, Dubai Deira Creek, Diversey CLAX has helped to reduce the laundry's impact:

- Water consumption by 27%
- Energy consumption by 25%
- Chemical use by 36%.

COLLECTIVE ACTION

As part of our engagement on water stewardship, Rezidor organised a second water-workshop in cooperation with Grohe, Europe's largest manufacturer of sanitary fittings. The following topics were covered during the workshop:

- Designing for water sustainability in new builds
- Retrofitting to optimise existing properties
- Changing the behaviour and expectations of hotel guests.

As a direct outcome of the Industry Stakeholder Dialogue, the International Tourism Partnership (ITP) has developed an initiative to measure the water footprint of hotels called the Hotel Water Measurement Initiative (HCMI). It builds on an earlier ITP initiative to measure the carbon footprint of the hotel industry.

The new tool will be launched in August 2016 during the Stockholm World Water Week. Rezidor, together with other leading hotel companies, is an active member of the HCMI working group.

WATER SAVING AND COMMUNITY ENGAGEMENT

In our Radisson Blu hotels we have turned the towel reuse programme into a force for good – saving lives through a donation to water projects. For every 250 towels that guests choose to reuse, we make a donation to the international water charity “Just A Drop” to provide a child with safe drinking water for life. Since the launch of the Blu Planet initiative in April 2015, Radisson Blu hotels have brought safe drinking water to 4,700 children.

Blu Planet has decreased the hotels’ and our laundry suppliers’ water usage by an estimated 12.2 million litres.

REPORTING AND COMPLIANCE

Monthly environmental statistics for managed and leased hotels are collected in the Think Planet section of our financial reporting and consolidation system. All hotels report their full Responsible Business performance in the yearly RB Status Report which contains 90 checkpoints on Think Planet, Think People, and Think Together.

Rezidor checks the environmental compliance of all hotels. No issues arose in 2015.

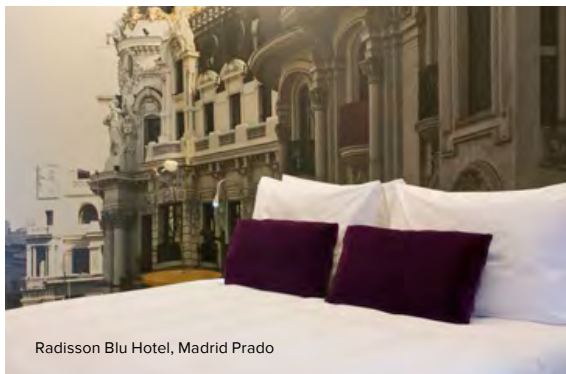


Community impact of Blu Planet projects in Kenya, in cooperation with Just A Drop

WASTE REDUCTION



Radisson Blu Hotel, Madrid Prado



Radisson Blu Hotel, Madrid Prado



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 the residual waste which goes to landfill or incineration.

INITIATIVES

Reducing food waste

Roughly one-third of the food produced in the world for human consumption annually — approximately 1.3 billion tonnes — is lost or wasted. Every year, consumers in rich countries waste almost as much food (222 million tonnes) as the entire net food production of Sub-Saharan Africa (230 million tonnes).

As consumers and employees in the hotel industry, we are already working to change this. 52% of our hotels are now accurately measuring food waste during preparation, on the plate, or through spoilage. We gather data by volume or weight so that our Food and Drink teams can accurately gauge the required quanti-

ties. We have also rolled-out food waste reduction training through our network of area chefs. The training resulted in a reduction of 20% in waste-per-cover in selected locations.

Upcycling 'lost and found' items in Antwerp

When all Park Inn staff uniforms were replaced by trendy new outfits, the Park Inn by Radisson hotel in Antwerp upcycled them into aprons for our restaurant waiters.

Engaging guests in waste separation and recycling

Guests are encouraged to separate and recycle waste throughout our hotels. Our Radisson Blu Hotel Madrid led the way with an innovative and visible communication in guestroom waste bins.



ECO-LABELS

A hotel eco-label guarantees guests that Rezidor hotels operate in a Think Planet way. Rezidor now has 77% of our hotels certified with an eco-label. Our target is to have 100% of our hotels eco-labelled. All of the eco-labels we use are specific to the hotel industry and use third party, onsite audits as part of the certification process.

Our biggest partner, Green Key enjoys a global reputation. 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 around 100 sustainability criteria covering lighting, energy consumption, waste management, and water reduction. To qualify for a Green Key eco-label, a property must:

- Have eco-friendly lighting in at least half the property
- Reduce energy and water consumption
- Treat all waste water
- Recycle the maximum amount of waste.

In Africa, Green Leaf eco-labels were achieved by 8 hotels. In the UK our hotels are certified by the Green Tourism Business Scheme and in Ireland by the Green Hospitality Award.

This year a number of Rezidor hotels have been the first to be eco-labelled in their country or market. They include Radisson Blu hotels in Iceland, Russia (Chelyabinsk), Kenya (Nairobi), and first time Green Leaf hotels in Ethiopia (Addis Ababa), Mozambique (Maputo) and Senegal (Dakar).



Radisson Blu Old Mill Hotel, Belgrade, celebrates their Green Key eco-label

150
TRIPADVISOR
GREENLEADER
CERTIFIED HOTELS

**CORPORATE
PARTNERSHIP
WITH
GREEN KEY
SINCE 2009**

6
COUNTRIES WITH
FIRST ECO-LABELLED
HOTEL IN THE MARKET

CARBON FOOTPRINT

Rezidor's scope 1 and 2 greenhouse gas emissions primarily result from energy consumption. Since 2006, Rezidor has calculated our carbon dioxide and equivalent emissions. Rezidor's group carbon footprint per guest-night in 2015 amounts to 22.1 kg of CO₂-equivalents (CO₂e), 13% lower than in 2011. This figure is impacted by Rezidor's growth in countries with carbon intense energy supplies such as the Middle East and the ramp up of number of guestnights in new hotels. If we consider a like-for-like hotel portfolio, the carbon intensity has decreased by 2.6% compared to 2014.

INITIATIVES

Hotel Carbon Footprint Measurements

In 2012, the Hotel Carbon Measurement Initiative (HCMI) was launched by the international Travel Partnership (ITP) and 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 our Meetings Minus Carbon programme.

Meetings Minus Carbon by Club Carlson for Planners

The first and only global loyalty programme which offsets the estimated carbon footprint of every meeting or event, Meetings Minus Carbon is a unique and free service for meeting planners. The programme is managed through Rezidor's partner Carbon Footprint Ltd who purchases and invests carbon credits in projects in both India and Kenya.

Effectively each tonne of carbon generated is offset twice: once in a Verified Carbon Standard (VCS) wind

20
 % OF ENERGY COMES FROM RENEWABLE SOURCES

25
 % OF OUR HOTELS ARE EQUIPPED WITH COMBINED HEAT AND POWER PLANTS



Wolfgang M. Neumann, Rezidor CEO and President, joining the Meetings Minus Carbon tree planting in the Great Rift Valley in Kenya.

energy project 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 over 32,000 tonnes of carbon in wind energy projects and planted 32,000 trees in Kenya.



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

Meetings Minus Carbon by Club Carlson for Planners is free to meeting planners, good for the planet and the community. In addition to offsetting CO₂ emissions, the programme protects water catchment areas, rehabilitates wildlife habitats, and reduces poverty by providing additional income in local communities.



Click here to see the film

For further information about Meetings Minus Carbon please view our video. It includes comments from the local community, cooperating NGOs, and other participants.



RESPONSIBLE SUPPLY CHAIN

CODE OF CONDUCT

Rezidor works closely with all suppliers to set strict environmental and responsible business criteria on the products and services we purchase. All Rezidor suppliers, at group, area, and hotel level, are required to sign the Supplier Code of Conduct which becomes part of the supplier agreement. What's more, 51% of hotels also actively ask suppliers to complete Rezidor's Responsible Business Supplier Questionnaire.



ECOVADIS SILVER AWARD

ECOVADIS silver award for sustainable supply chain practices. EcoVadis aims to improve environmental and social practices of companies by leveraging the influence of global supply chains. The Silver recognition placing us among the top 30% Ecovadis performers.

RESPONSIBLE PURCHASING REDUCES KITCHEN FOOTPRINT



In 2015, we decided to install the VITO fat filter in all hotel kitchens. The VITO fat filter reduces the use of deep frying oil up to 50%, meaning healthier food offerings for our guests and an impressive reduction in frying oil waste. VITO filters are completely biodegradable as they are made from cellulose.

VITO® provides a significant reduction in emissions from the production and transportation of frying oil. The VITO Frying Fat Filtration System has been included in the blueprints for our kitchens to ensuring it becomes part of our operational standard.

KEY SUPPLIERS

As part of Think Planet’s energy, water, and waste reduction programmes, Rezidor works with key sustainable suppliers to provide integrated solutions and projects for our hotels. Suppliers such as Siemens Building Technologies, Johnson Controls International, Osram, Sprinx, Intellihood, Grohe, Grundfoss, and Diversey provide us with the latest sustainable products. At the same time they focus on sustainable production methods and operations.

In Food and Drink operations, where a large part of our company’s carbon footprint originates, we apply sustainable seafood purchasing practices. Across the globe, supplies of more than 70% of the world’s

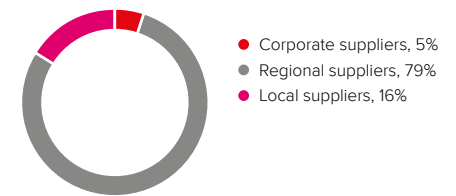
commercial marine fish are either fully exploited or over-fished. To help us source our seafood sustainably, procurement closely works with key suppliers to ensure they do not sell any threatened species on the Marine Stewardship Council (MSC) or WWF Red List to our hotels.

Sustainable seafood tools are used by 84% of our hotels. We estimate that 59% of all fish and seafood purchased has been certified sustainable.

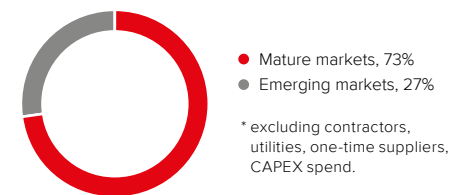
Overall 13% of our hotels serve fairtrade food and 11% serve organic food. Purchasing local ingredients is a key element of Brain Food by Radisson Blu and Smart Food by Park Inn by Radisson. It’s also essential in the new Radisson Blu Super Breakfast.



Spend breakdown (mature markets),
% of total spend



Supplier type*,
% of total number of suppliers





**THINK
PEOPLE**

PEOPLE
OUR CORE CAPITAL



2,050

PEOPLE TRAINED IN OUR
BUSINESS SCHOOL

50+

DIFFERENT ONLINE AND
CLASSROOM COURSES

87.5

EMPLOYEE
SATISFACTION SCORE

65

SAFEHOTELS ALLIANCE
CERTIFIED HOTELS

SAFETY AND SECURITY

LEARNING FROM CRISES IN MANY MARKETS

2015 was an incredibly challenging year from a safety and security perspective. Terrorism against tourism hit headlines with attacks in Egypt, Tunisia, and in mature markets like Paris.

At Rezidor, we experienced the nightmare of a senseless attack directly, this time on the Radisson Blu Hotel Bamako in Mali. Lives were lost, including those of three staff members. It has caused irreversible distress to innocent individuals and to the families and friends of those affected by this tragedy. The extraordinary efforts of our staff, management, the hotel's own-

ers, and local support teams enabled the hotel to reopen less than one month after the incident.

Throughout most of 2015, the Radisson Blu Mammy Yoko Hotel Freetown (Sierra Leone) and Park Inn by Radisson in Donetsk (Ukraine) continued to operate in challenging environments. It's a reminder of how important it is to focus on safety and security so we can provide quality accommodation to travellers and employment for local staff in markets where both can be scarce. However, these situations also provide us with experiences that we can apply in all of our properties to help make travel safer for everyone.

COMPLIANCE IS THE NEW C-WORD IN OUR TRIC=S FORMULA

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.**



Mr. Keita, president of Mali, honouring Gary Ellis.

HONOURING HEROES

After the terrorist attack on the Radisson Blu Hotel in Bamako, the President of Mali, Ibrahim Boubacar Keita, honoured the Rezidorians who sadly lost their lives during the attack. Each received the National Order of Merit (l'Ordre Nationale du Mérite). Gary Ellis, General Manager at the Radisson Blu Hotel, Bamako, was also honoured with the title of Officer of the National Order of Merit (Officier de l'Ordre Nationale du Mérite).

These acknowledgements are the highest civilian decorations in this African nation. Symbolically, they also are a tribute to those who put their heart and passion into this crisis. Our commitment to grow and thrive in Africa is stronger than ever and the reopening of the Radisson Blu Hotel in Bamako a month after the attack is testimony to our *Yes / Can!* spirit.

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 vital part in supporting our growing number of hotels in many different locations.

Our TRIC=S formula has been widely recognised as good practice for corporate safety and security management. During 2015, this went further when ASIS International utilised Rezidor's programme as a case study at the world's largest annual security seminar in Anaheim, California.

In January 2015, Rezidor took another innovative step when we became the first major international hotel group to sign an agreement with the Safehotels

Alliance AB. Safehotels certifies safety and security against their own, independent 'Global Hotel Security Standard'. Our target was to certify 40 hotels in 2015, but by the end of the year, 65 hotels had been certified. The certification of Rezidor hotels will continue, with many more expected to be certified by the end of 2016.

The Safehotels 'Global Hotel Security Standard' gives guests, buyers, and travel managers reassurance that certified hotels have been audited against an independent standard. Certification also ensures that any security gaps have been closed.

Over the coming year, Safehotels will also evaluate Carlson Rezidor's existing self-assessment hotel security programme. This programme is available to all hotels in the Carlson Rezidor Hotel Group.

COLLABORATION TO HELP MAKE EVERYONE SAFER

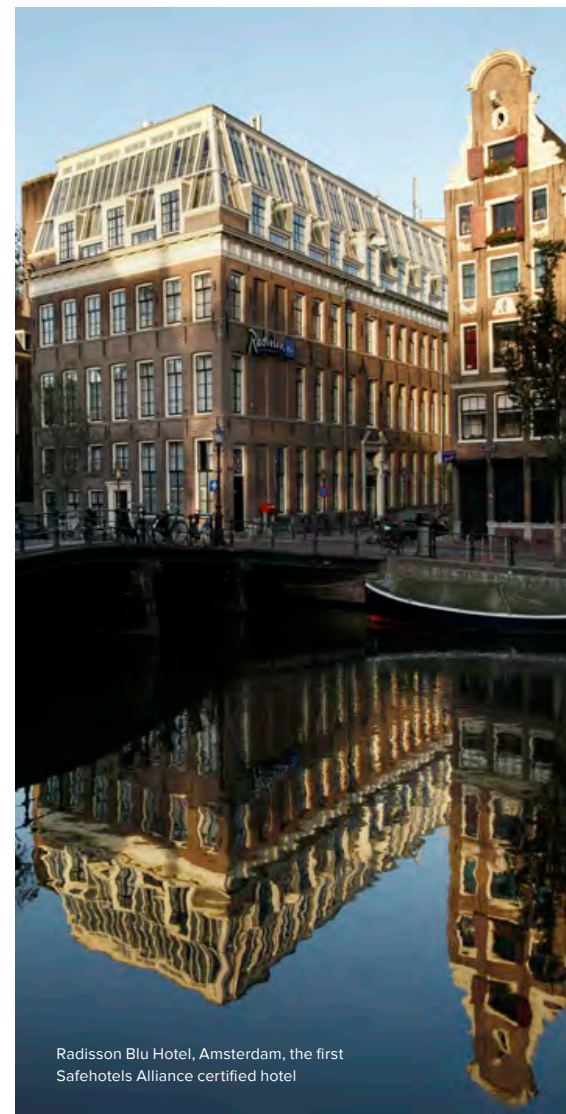
Carlson Rezidor is a founding member of the US State Department's Overseas Security Advisory Council (OSAC) Hotel Security Working Group (HSWG). Since 2007, we have worked together with our counterparts to share information and good practices. This benefits both the hotel industry and everyone who depends on us to provide safe and secure shelter around the world.

Since 2009, we have held annual joint training workshops, facilitated by experts from the State Department, local governments and HSWG members. Over the years, these training sessions have provided high-level development workshops for over 500 hotel security managers. Sessions have already been held in Shanghai (China), Mumbai and New Delhi (India), Amman (Jordan), Doha (Qatar), Bangkok (Thailand), Istanbul (Turkey), and Dubai (UAE).



OSAC AWARD

In November 2015, OSAC presented the Constituent Council Achievement Award to members of the Hotel Security Working Group. They include Paul Moxness, Carlson Rezidor's Vice President for Safety and Security.



Radisson Blu Hotel, Amsterdam, the first Safehotels Alliance certified hotel

CARING FOR EMPLOYEES

OUR PROMISE – EMPLOYEE VALUE PROPOSITION

To recognise our commitment to diversity, individuality and passion, Rezidor has developed ‘Our Promise’ – a vibrant and vital Employee Value Proposition (EVP). 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 to 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.

Our Promise 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.



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.

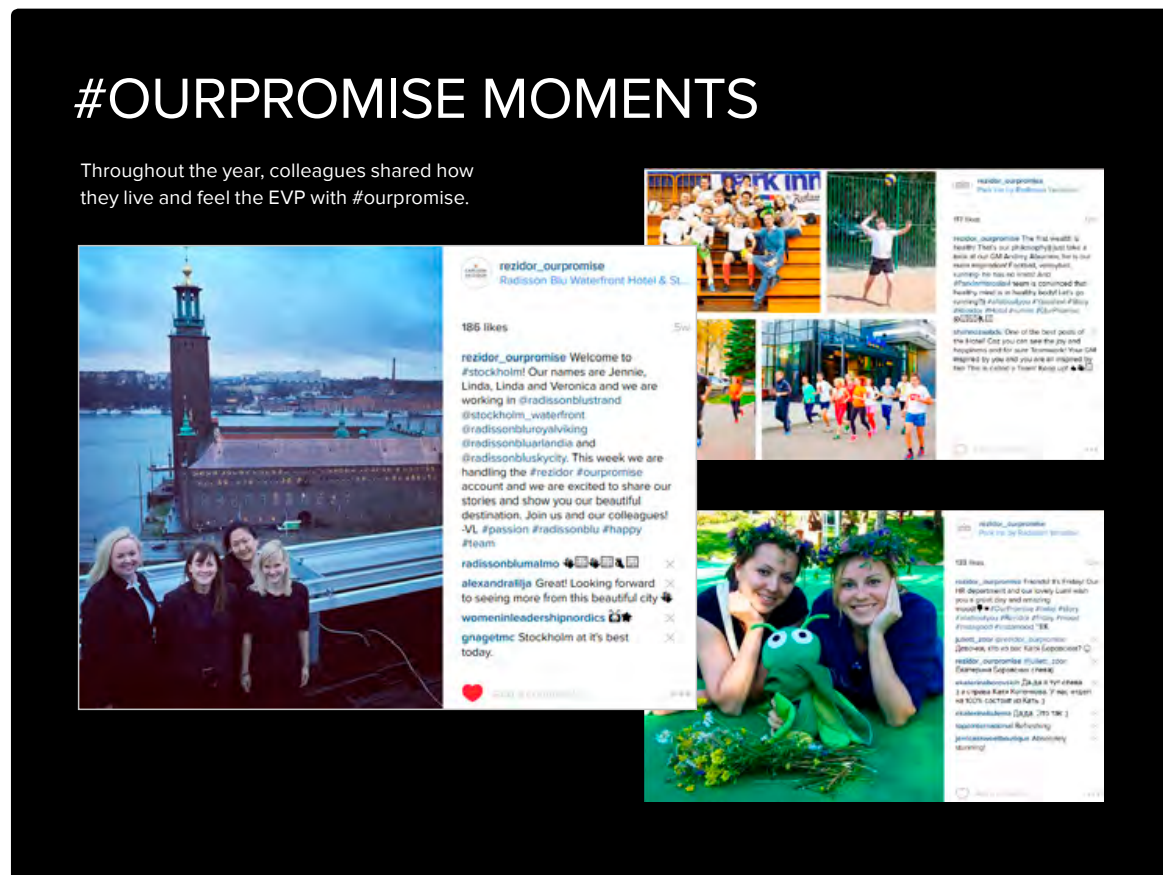
EMPLOYEE SATISFACTION

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 is a group-wide employee opinion survey conducted by an external

independent party. In 2015, the results showed that employee satisfaction score remained high at 87.5.

Rezidor’s employee loyalty score is 6 points above the average score of other industries. The 2015 survey included 26,100 participants from 279 business units. This is an outstanding result within the global hospitality and service industries.



GENERAL MANAGER OF THE YEAR



Maria Tullberg, General Manager of the Radisson Blu Hotel of the Year and Women in Leadership champion

“The pleasure of being part of team members’ growth and development is what keeps me motivated in all situations. To achieve individual goals is great but to achieve goals as a team is truly amazing.”



Sally Hughes, General Manager of the Park Inn by Radisson Hotel of the Year

“The award meant so much to me personally but it really is the people around me, now and in the past, who led to the hotel’s recognition. I am naturally extremely competitive, with a strong drive for perfection and attention to detail, but I also believe in creating a warm and friendly atmosphere where the team are empowered to achieve their full potential.”

DIVERSITY AND INCLUSION

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 communicated very clearly in our Code of Business Ethics, our Human Rights policy and our Employment Principles.

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.

WOMEN IN LEADERSHIP

In 2014 Rezidor launched its Women in Leadership initiative. Supported by our CEO and top management, the Initiative is driven by various actions both within and outside the company.

To involve more women in leadership Rezidor wants to:

- Challenge existing thinking and increase the representation of women in senior positions across the entire company
- Breakdown the barriers that prevent women across Rezidor from having open conversations about their careers and encourage them to consider flexible approaches towards their working conditions
- Harness the individual strengths of our female leaders and actively encourage their collective participation at every level of our business
- Develop and retain our female leaders through sustainable and lasting changes which focus on long-term career planning for all.

In return, we ask those women working in senior positions to lead by example and become positive role models for the future. They are uniquely positioned to help us develop a culture where our principles and processes ensure more employees choose Rezidor more often.

Click here to read our Codes and Policies

G(IRLS) 20 SUMMIT ISTANBUL

The G(irls)20 summit focuses on preparing current and future generations of girls and women for equal and sustainable job opportunities and breaking down the barriers to employment – whether they are cultural, social, or political. The G(irls)20 initiative to develop women resonates loudly with Rezidor as a hotel group as it aligns closely with our own Women in Leadership programme. Coinciding with the G20 summit in Istanbul, the 2015 G(irls)20 event

focused on the participation of women in the labour force. The organisation aims to hold G20 leaders to a key commitment they made to expand the role of women in the labour force. Olivier Harnisch, EVP & Chief Operating Officer for Rezidor, represented the private sector on a panel discussing best practices to support this goal. The young and talented delegates to the G(irls) 20 Summit were hosted at the Radisson Blu Sisli Hotel in Istanbul.



Park Inn by Radisson Newlands, Cape Town wins The Guardian Sustainable Business Award for Diversity and Inclusion.

DIVERSITY IN ACTION

Rezidor believes people with disabilities should enjoy equal opportunities. 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. A third of the hotel's employees are deaf staff who work in both back and front of house roles.

The positive example of the Park Inn Hotel has now been copied in our newly opened Radisson Blu Vendôme Hotel, which also employs 8 deaf team members.

In total, Rezidor hotels employ more than 200 individuals with disabilities.

HUMAN RIGHTS

POLICIES

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.

Key human rights and employment principles are reflected in two policies, which complement our Code of Business Ethics and clarify the principles we live and work by in our hotels. They include:

- **Human Rights Policy.** Covers Rezidor's engagement on issues such as ethical business conduct, protection of the rights of children, combating human trafficking, and the 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.

CHILD PROTECTION AND ANTI-TRAFFICKING

Protecting victims of human trafficking is important to Rezidor as a leading international hotel and travel management company. Under the leadership of Carlson Group we take a public stand and work to prevent human trafficking and the exploitation of women and children.

In 2004, Carlson joined ECPAT (End Child Prostitution, Pornography and Trafficking of Children for Sexual

Purposes) and signed the ECPAT Code of Conduct on behalf of its companies. Carlson and Carlson Rezidor continue to provide support to ECPAT.

One of our core actions in support of the ECPAT Code is to ensure all employees are trained in a spe-

cial Child Protection module. This module is part of our mandatory classroom-based Living Responsible Business training. The module includes various case-based scenarios and encourages discussion amongst participants.

CARING ABOUT DIVERSE YOUNG TALENT



Hagen Müller, General Manager of the Radisson Blu Hotel Karlsruhe, with trainees Wingfeb Banjarnahor, and Artjon Coco.
Photo: Fiona Ehlers, Der Spiegel

When appointing two young trainees in the Radisson Blu Hotel Karlsruhe last year, little did General Manager Hagen Müller know that this fact and, most of all, his engagement and actions to keep them employed in the hotel, would lead to a full page article in Germany's most respected news magazine Der Spiegel.

The first trainee from Indonesia, Wingfeb Banjarnahor, came to Germany to study engineering. When that did not succeed, he took a student job at the Radisson Blu Hotel Karlsruhe where he's showing real talent as part of the kitchen team. Because of this change in professional goals linked to his visa, Wingfeb was ordered to return to Indonesia. The General Manager, who did not want to let such a talented young man go, personally mobilized a myriad of contacts to finally successfully obtain that Wingfeb could stay in Germany, to respond to the general resource shortage in restaurant staff.

A similar story is that of Artjon Coco, trainee from Albania in the same hotel. With the support of Hagen, he also returned to Albania with contract in his possession, the basis to get him a working visa. Today Coco is happily back in the Radisson Blu where he uses his excellent command of Italian and other languages in interactions with the guests.

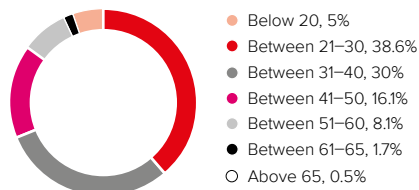
Thanks to the caring spirit and perseverance of Hagen, both young men now have positive perspectives for their future careers in the hospitality industry.



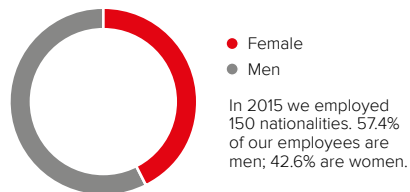
*Click here to
read the full article
(in German)*

EMPLOYMENT AND EMPLOYABILITY

Employees by age



Employees by gender



In 2015 our employees came from 150 nationalities. 57.4% of our employees are men; 42.6% are women. Of the total workforce, 14% is outsourced labour, mainly in house-keeping and banqueting departments. 36% of employees are covered by collective bargaining agreements.

INCREASING EMPLOYABILITY FOR UNDERPRIVILEGED YOUTH WITH YOUTH CAREER INITIATIVE

Youth Career Initiative (YCI) is an employability initiative from the hotel industry for the hotel industry.

YCI conducts a six-month education programme which empowers disadvantaged young people and trains them for their future professional and social life. It helps students between 18 and 21 who have dropped out of school, lack the financial means to complete their education, or are at risk of exploitation.

Success rates are impressive: 85% of the programme's graduates get a job at Rezidor or another company, or continue their education.

After successfully implementing YCI in a number of our hotels, Rezidor became the organisation's lead partner in 2013. We are currently running successful YCI programmes in five countries (Ethiopia, Jordan, Poland, Romania, and Senegal). During 2016 we aim to add another five locations: Egypt, Hungary, Lebanon, Turkey, and Zambia.

EMPOWERING EMPLOYEES AND SOCIAL DIALOGUE

Rezidor summarises its Employment Principles in a public document available from www.rezidor.com. In line with the European Union Directive on Works Councils (94/45/EC), Rezidor has established a European Works Council, which has been entered into by representatives of our central management and employees. Annual meetings are held, where issues such as the Group's finances, performance, future ventures, and other important issues are discussed with employee representatives.



PEOPLE DEVELOPMENT

As a service provider, people are our core capital. 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 realise their full potential. These include:

- Rezidor's five-step development plan
- Business School @ Carlson Rezidor
- Our online platform 'Learning Link'.

More than 50 different courses are offered via these platforms.

MENTOR-MENTEE PROGRAMME

The Mentor Mentee Programme is designed to identify and develop high potential talents to become General Managers of the Rezidor Hotel Group. This supports the company's culture of promotion from within to meet the succession planning needs of our growing business. Since the launch of the programme in 2000, we have promoted more than 60 General Managers from within.

General Managers who are selected to be Mentors have extensive experience in their role, strong leadership qualities, and have the motivation and ability to develop others.

BUSINESS SCHOOL @ CARLSON REZIDOR

The Business School @ Carlson Rezidor is the face-to-face learning platform for employees within Rezidor. The Business School will celebrate its 20th anniversary during 2016. It was originally created because of a need to structure training and development, ensure consistency, streamline costs, and in order to foster our company culture. By bringing together individuals from different hotels, the opportunities for 'talent spotting' and internal networking increase.

The training programmes of the Business School @ Carlson Rezidor are constantly aligned with the vision, brand values, and goals of the company. The Business School helps the company to positively influence revenue, quality, and value. It offers a thought-provoking, stimulating, and enjoyable time for all who take part.

International Business Schools take place six times a year. We also organise regional Business Schools or local courses as the need arises. The Schools are held in different cities, so that participants also get to experience staying at our different hotels. On average we train 1,500 employees through our internal learning platform. The programmes are scheduled over a one to two week period and are facilitated either by our own internal trainers or by external consultants who are specialists in their subject.

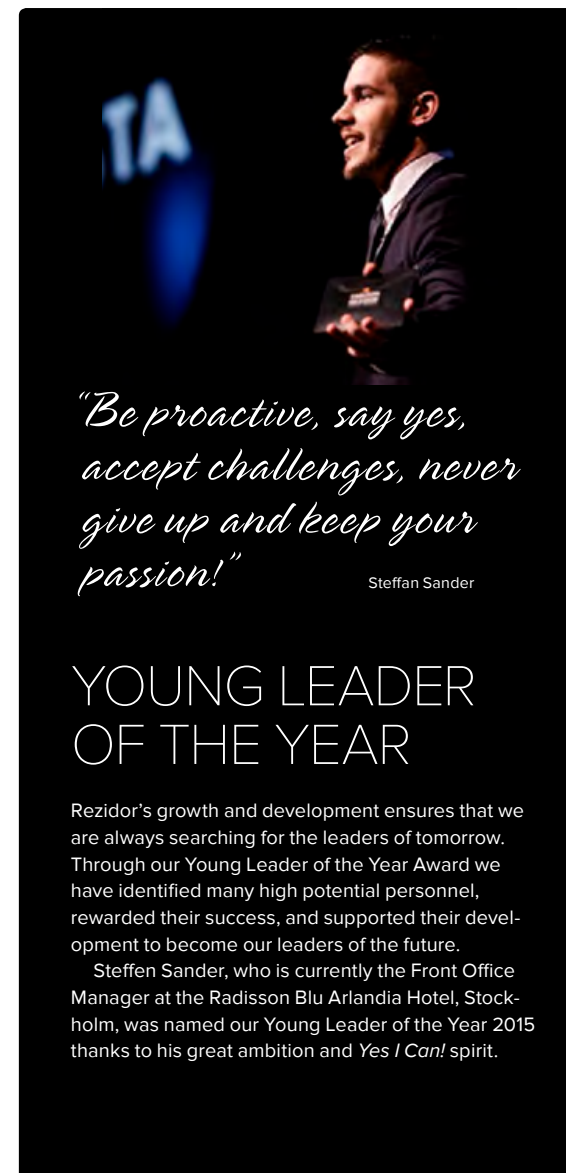
LIVING AND LEADING RESPONSIBLE BUSINESS

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

The Living Responsible Business course illustrates how each employee can live Responsible Business in their everyday job and at home. In addition we focus on our policies such as our Human Rights Policy and Code of Business Ethics and include a special module on Child Protection.

Leading Responsible Business focuses on how management teams can drive Responsible Business action plans in their hotels.

Both courses are updated annually with the latest examples and data. They are mandatory for all staff and hotels organise a yearly refresher training.



"Be proactive, say yes, accept challenges, never give up and keep your passion!"

Steffan Sander

YOUNG LEADER OF THE YEAR

Rezidor's growth and development ensures that we are always searching for the leaders of tomorrow. Through our Young Leader of the Year Award we have identified many high potential personnel, rewarded their success, and supported their development to become our leaders of the future.

Steffen Sander, who is currently the Front Office Manager at the Radisson Blu Arlandia Hotel, Stockholm, was named our Young Leader of the Year 2015 thanks to his great ambition and *Yes I Can!* spirit.

**DEVELOPMENT PROFILES –
MANAGE, LEAD, SUCCEED!**

The personal development of our Head of Department community is key for Rezidor. In order to help them develop their managerial and leadership skills we have added the Manage, Lead, Succeed! (MLS!) programme to the Business School’s curriculum.

During two very intense days MLS! focuses on the ability of our Heads of Department to meet the challenge of managing and leading their team of diverse personalities successfully to achieve results.

Manage, Lead, Succeed! is a ‘blended training’. In addition to the two days of classroom time, MLS! offers a stimulating variety of pre- and post-course learning options which make it a true learning journey.

**DEVELOPMENT OF HIGH-POTENTIAL
FEMALE EMPLOYEES**

To support of our Women in Leadership initiative, Rezidor launched two new courses in 2015 aimed at developing female talent in the company. The STEPS Programme is aimed at women at the Head of Department/Manager level, while Develop YOUR Talent is a workshop for senior female talent in the organisation.

STEPS will develop and empower high-potential female employees. Participants were selected from

Heads of Departments and Managers who attend our six Area Talent Review Meetings held around the world.

The course is designed to help them advance in their career and to make them more aware of their own talents, passions, and capabilities. The following subjects are covered:

- Authenticity
- Balanced leadership
- Communicating with impact
- Career Management
- Total life balance.

Many of today’s greatest leaders believe in setting an example when it comes to development. We believe this is true and have developed a dedicated, tailor-made, and interactive Develop YOUR Talent Workshop to support senior female talent in Rezidor. The Workshop allows the participants to:

- Refresh their core skills, and discover how people learn
- Review their current role, identify potential future roles, and to identify competency gaps
- Practice prioritising development areas and writing tailored, personalised development plans
- Share experiences and ideas.



Rezidor highlighted Women in Leadership at a talent day with SEG, a network of leading Swiss hospitality institutions.

FUTURE TALENT

CEO Wolfgang M. Neumann presented Rezidor’s commitment to talent, development, and Women in Leadership to an enthusiastic crowd of students during the SEG talent day. Wolfgang explained that Rezidor truly embraces diversity and inclusion, and that talent always come first, independent of gender, visible differences, beliefs, or sexuality.

Supported by young female talent from our Human Resources department, Wolfgang delivered a direct and clear message to future hoteliers: “We want to challenge existing thinking and increase the representation of women in senior positions across the entire company. We can do this together, men and women. Young generations of men and women can genuinely make a difference. If not us, who? If not now, when?”



**THINK
TOGETHER**

PROUDLY CONTRIBUTING
TO LOCAL COMMUNITIES

780

ACTIVITIES

€1.3

MILLION
DONATED

5,000+

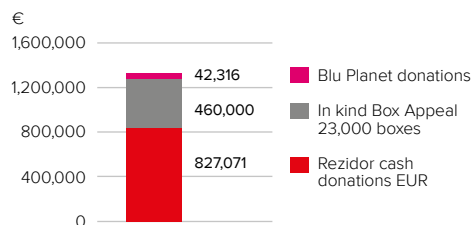
VOLUNTEERING DAYS

**ONE OF
THE WORLD'S
MOST ETHICAL
COMPANIES**



COMMUNITY ENGAGEMENT

Donations during 2015



Total donations €1,329,387

As a service industry which utilises local natural and social resources, Rezidor aims to make the relationship between our business and the communities where we operate as beneficial as possible to both. We achieve this by maximising the positive impact of our business on local people and the environment. There are important social needs in many communities we operate in. Rezidor hotels contribute by giving volunteer assistance and funding. In 2015, Rezidor gave over €1.3m in cash and in-kind donations to the World Childhood Foundation (Childhood) and local charities.

COMMUNITY IMPACT – CHILDREN AND YOUTH

Rezidor focuses our community engagement on projects which benefit children, youth, and women. We provide both funding and volunteer assistance.

SUPPORT FOR WORLD CHILDHOOD FOUNDATION

Carlson Rezidor Hotel Group supports World Childhood Foundation (Childhood) as our worldwide corporate charity. 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 or exploited and ensure that they are given a safe and secure childhood, or simply,

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.

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

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.



During Responsible Business Action Month 2015, Rezidor hotels provided support for two World Childhood Foundation projects:

Sixtyonethree, Cape Town, South Africa

Sixtyonethree supports children who are victims of sexual abuse. Often these children have lost trust in adults and find it difficult to speak about their experiences.

The charity was founded in 2010 to provide proper therapeutic care to children who are victims of abuse. It also helps other vulnerable children in Cape Town.

Various therapeutic techniques are utilised in a playful way to establish trust between the child and therapist. They include animal assisted therapy, psychodrama, as well as art and music therapy.



Centre for Early Development, The Way Home, Odessa, Ukraine

The Centre for Early Development focuses on developing the abilities of very young children. It also looks for solutions to the underlying social circumstances behind the large number of street children living in Odessa. The Centre provides children from at-risk families with free educational and recreational activities. At the same time, both children and parents receive support to overcome various obstacles and risks they face. The project enables The Way Home to expand its efforts to eliminate neglect and abuse against children, both key reasons why children run away from home and end up living on the streets.

RESPONSIBLE BUSINESS ACTION MONTH

Every September our hotels around the world focus on giving back to the community during Responsible Business Action Month (RBAM). 2015 was the twelfth successive year RBAM has been run. More than 10,000 volunteers took part in 780 activities during September.

Some of the highlights of the hundreds of activities included:

Small Box. Big Difference

Twenty-four Radisson Blu and Park Inn by Radisson hotels in six Middle Eastern countries and first-timer South Africa took part in our annual Box Appeal. In 2015, the Box Appeal distributed 23,400 boxes filled with necessities to labourers and people in need. This

represents a donation in kind of approximately €460,000. Since the Box Appeal launched in 2008, Radisson Blu and Park Inn by Radisson hotels have donated more than 90,000 boxes.

Super breakfast makes for Super Children

Radisson Blu hotels in Africa, Europe, and the Middle East celebrated the launch of Rezidor’s new Super Breakfast by serving 2,000 breakfasts to children in need. The ‘Buy a breakfast, give a breakfast’ campaign also helped to raise money for local children’s charities and the World Childhood Foundation.

ADDING COLOUR TO LIVES

The theme of Rezidor’s community engagement initiative in our Park Inn by Radisson hotels is Adding Colour

to Lives. Designed to help youth at risk, the project fights youth unemployment through the provision of traineeships or skills development, organisation of Yearly Talent festivals to showcase the attractiveness of hotel jobs, and supporting art and sports projects for youth at risk.

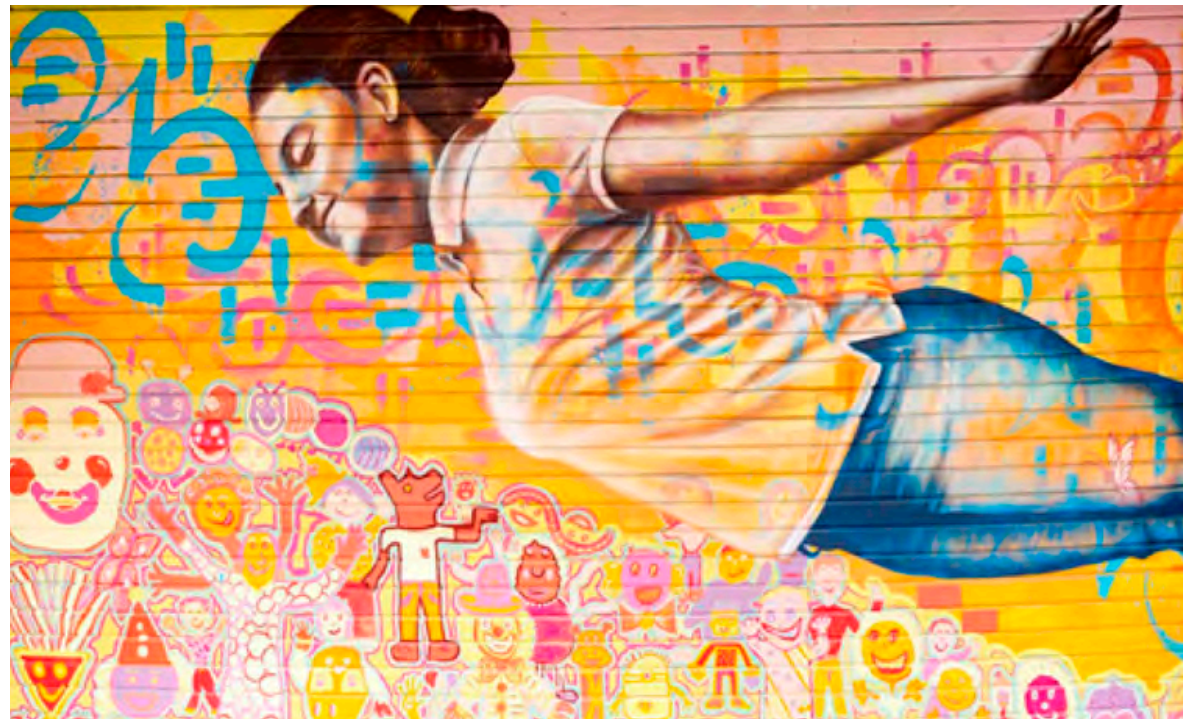
To launch Adding Colour to Lives in September’s RB Action Month, we invited Joel Bergner, an internationally recognised artist and social educator, to work with local youth and staff from our hotels. Together they created and painted a series of public murals. The project generated a unique collaboration and gave disadvantaged youth a voice to express themselves through art. The murals can be admired in Brussels, Cape Town, London Heathrow, Köln and Malmö.



The Box Appeal in action in the United Arab Emirates



Super breakfast makes for Super children, Budapest, Hungary



Part of the #Addcolourtolives mural on the façade of the Brussels Midi international train station

COMMUNITY IMPACT – REDUCING THE EFFECTS OF CLIMATE CHANGE

Meetings Minus Carbon community impact

Meetings Minus Carbon is a unique and free service for meeting planners which is managed through Rezidor’s partner, Carbon Footprint Ltd. It is the first and only global loyalty programme which offsets the estimated carbon footprint of every meeting or event held at a Carlson Rezidor property. Carbon credits are purchased and invested in projects in both India and Kenya.

Effectively each tonne of carbon generated by a meeting 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.

In addition to offsetting carbon, the social benefits of this initiative include:

- Poverty reduction through job creation
- Improved quality of life through education
- Development of water catchment areas to provide water and food security
- Provision of wildlife habitats
- Increasing the availability of electricity in nearby villages through wind power

BLU PLANET TOWEL REUSE PROGRAMME HELPS WATER STRESSED COMMUNITIES

The cooperation with the international water charity “Just A Drop” for our Radisson Blu towel reuse programme (see page 4 and by side) brings safe drinking water to water-stressed communities in Kenya.



Ndethye Ngutethye Sand Dam, Kenya

HELPING COMMUNITIES TO HELP THEMSELVES

The Ndethye Ngutethye Self Help Group members have now completed their sand dam with the addition of a shallow well and a hand pump.

Following the construction of the sand dam and with confidence in access to clean water, the group have learned how to grow drought tolerant crops and how to use new agricultural technologies. As well as being of benefit to the members and their families, the project will serve as an example to the wider community who will see them practising terracing, inter cropping and agro forestry and will emulate them.



DISASTER RELIEF

— CARING IN TIMES OF CRISIS

NEPAL

Catastrophes often bring out the best in people. The recent earthquake in Nepal prompted employees of the Radisson Blu Resort Fujairah (UAE) to donate an average of five percent of their salary to support their four Nepali colleagues whose families were affected by the earthquake. One of the affected staff lost two close family members in the quake. Although many of the employees have big personal financial commitments, their generosity is a testament to their commitment to 'Stand out Together'.

Joseph Ghosn, area director of procurement for the Middle East, was on Mount Everest when the earthquake hit. After months of preparation he had joined the Gulf for Good group for a planned twelve-day trek to Everest Base Camp. While the earthquake on 25 April ended that attempt, the trekking party survived and managed to raise USD 65,000 towards the cost of extending an orphanage previously built by Gulf for Good.

In total, Rezidor hotels raised €34,000 in cash donations for the Red Cross/Red Crescent or local initiatives to support the earthquake victims.

REFUGEES

Across the Group, various hotel teams have become involved in caring for the many refugees who have arrived in Europe from war-torn countries.

Donations of furniture, televisions, computers, clothing, and shoes were made to refugee organisations and children's homes. More than 300 mattresses were donated by the Radisson Blu Hamburg Airport hotel, while the Radisson Blu EU hotel (soon opening as the world's first Radisson Red) donated all of its furniture. The Radisson Blu Dortmund made a large donation of pillows and sheets.

We finished 2015 by donating our largest congress hall for a concert organised by the United Nations High Committee for the Refugees (UNHCR). Called 'Under samma himmel' (Under the same sky), the event was held at the Radisson Blu Hotel and Congress Center Stockholm Waterfront.

MALI AFTERMATH

Following the terrible attack on the Radisson Blu Hotel Bamako in Mali, Rezidor made a commitment to financially support the families of the employees who died.

The Carlson Family Foundation also provided a USD 10,000 grant to Save the Children for a project in Bamako to give local youth a voice in promoting peace in their country.

Rezidor cancelled our corporate New Year party and invested the funds in a new PC training room for the hotel. The new training room was officially opened beginning of 2016 and will be used by employees and local community organisations, for hospitality related, personal development and language courses.



Radisson Blu Resort Fujairah supporting Nepali colleagues



Mrs. N'Diaye Ramatoulaye Diallo, Minister of Culture, Crafts and Tourism, Republic of Mali, visiting the new training room at the Radisson Blu Hotel Bamako

BUSINESS ETHICS

REZIDOR NAMED AS ETHICAL BUSINESS FOR SIXTH CONSECUTIVE YEAR

In 2015, Rezidor was again listed as one of the World's Most Ethical Companies by the Ethisphere Institute, a US think-tank dedicated to business ethics. This was the sixth 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.etisphere.com.

REZIDOR ETHICS WHISTLEBLOWER WEBSITE

A cornerstone in the Code of Business Ethics implementation is www.rezidorethics.com, a website run by an independent third-party organisation. 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.

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

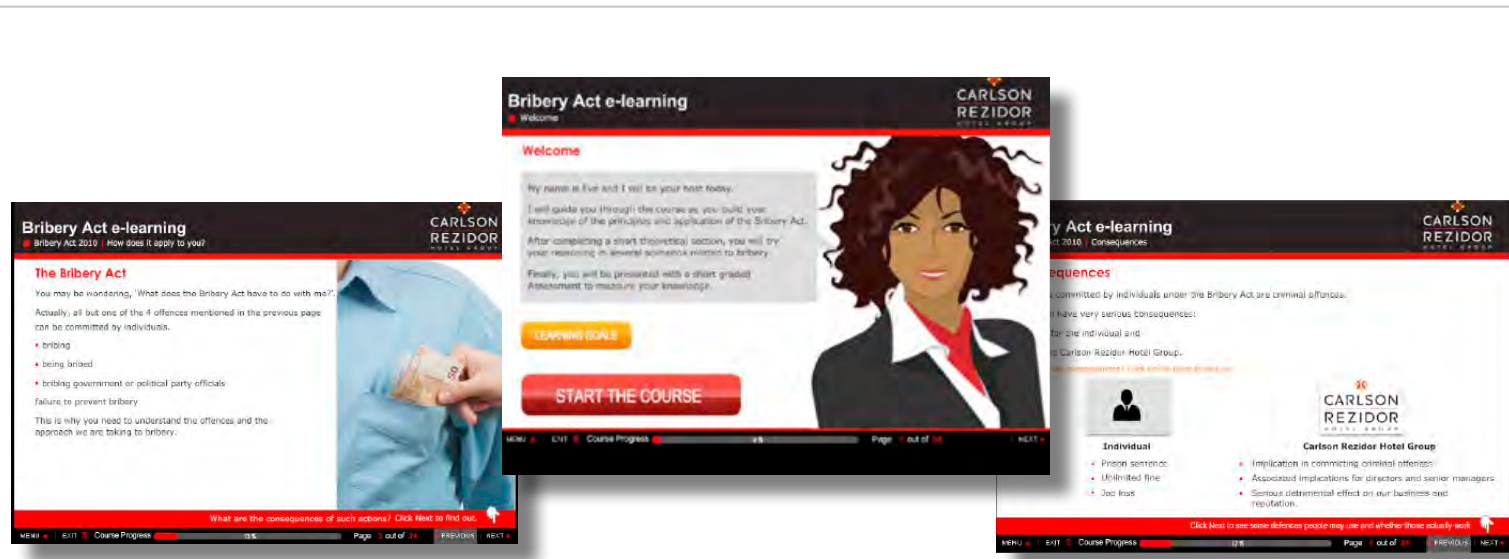
Rezidor's Code of Business Ethics applies to every person who works for us and every one of our companies. It is distributed to all employees in the 'It's All About You' employee handbook. The Code of Business Ethics is available in summary and detailed form on www.rezidor.com and is included in our 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 Responsible Business course which is mandatory for all employees.



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 €795,000 in 2015. Subsidies or tax relief was granted in Belgium, Ethiopia, France, Georgia, Germany, Greece, Ireland, Norway, Russia, Saudi Arabia, Sweden, Tunisia, and Turkey, Ukraine, United Kingdom.



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.



272 ECO-LABELLED HOTELS

Austria

Park Inn by Radisson Linz
Park Inn by Radisson Uno City, Vienna
Radisson Blu Style Hotel, Vienna

Bahrain

The Diplomat Radisson Blu Hotel Residence & Spa, Manama

Belgium

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

Bulgaria

Park Inn by Radisson Sofia
Radisson Blu Grand Hotel, Sofia

China

Radisson Blu Hotel, Beijing

Croatia

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

Czech Republic

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

Denmark

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

Egypt

Radisson Blu Resort, El Quseir
Radisson Blu Hotel, Alexandria
Radisson Blu Hotel, Cairo Heliopolis

Estonia

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

Ethiopia

Radisson Blu Hotel, Addis Ababa

Finland

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

France

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

Georgia

Radisson Blu Hotel, Batumi
Radisson Blu Iveria Hotel, Tbilisi

Germany

Park Inn by Radisson Erfurt-Apfelstadt
Park Inn by Radisson Frankfurt Airport
Park Inn by Radisson Lubeck
Park Inn by Radisson Munich East
Park Inn by Radisson Munich Frankfurter Ring
Park Inn by Radisson Nurnberg
Park Inn by Radisson Stuttgart
Radisson Blu Furst Leopold Hotel, Dessau
Radisson Blu Hotel, Berlin
Radisson Blu Hotel, Bremen
Radisson Blu Hotel, Cologne
Radisson Blu Hotel, Cottbus
Radisson Blu Hotel, Dortmund
Radisson Blu Hotel, Frankfurt
Radisson Blu Hotel, Hamburg
Radisson Blu Hotel, Hamburg Airport
Radisson Blu Hotel, Hannover
Radisson Blu Hotel, Karlsruhe
Radisson Blu Hotel, Rostock
Radisson Blu Media Harbour Hotel, Dusseldorf

Radisson Blu Park Hotel & Conference Centre, Dresden Radebeul
Radisson Blu Scandinavia Hotel, Dusseldorf
Radisson Blu Schwarzer Bock Hotel, Wiesbaden
Radisson Blu Senator Hotel, Lubeck

Hungary

Park Inn by Radisson Budapest
Park Inn by Radisson Sarvar Resort & Spa
Radisson Blu B,ke Hotel, Budapest

Iceland

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

Ireland

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

Italy

Radisson Blu Hotel, Milan

Jordan

Radisson Blu Tala Bay Resort, Aqaba

Kazakhstan

Park Inn by Radisson Astana
Radisson Hotel, Astana

Kenya

Radisson Blu Hotel, Nairobi Upper Hill

Kuwait

Radisson Blu Hotel, Kuwait

Latvia

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

Lebanon

Radisson Blu Martinez Hotel, Beirut

Lithuania

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

Luxembourg

Park Inn by Radisson Luxembourg City

Malta

Radisson Blu Resort & Spa, Malta Golden Sands
Radisson Blu Resort Malta, St. Julian's

Mozambique

Radisson Blu Hotel, Maputo

Netherlands

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

Norway

Park Inn by Radisson Trysil Mountain Resort
Park Inn by Radisson Hotel & Conference Centre Alna-Oslo
Park Inn by Radisson Oslo
Park Inn by Radisson Oslo Airport
Park Inn by Radisson Stavanger
Radisson Blu Airport Hotel, Oslo Gardemoen
Radisson Blu Atlantic Hotel, Stavanger
Radisson Blu Caledonien Hotel, Kristiansand
Radisson Blu Hotel Norge, Bergen
Radisson Blu Hotel Nydalen, Oslo
Radisson Blu Hotel, alesund
Radisson Blu Hotel, Alna-Oslo
Radisson Blu Hotel, Bode
Radisson Blu Hotel, Tromsø
Radisson Blu Hotel, Trondheim Airport
Radisson Blu Park Hotel, Fornebu, Oslo
Radisson Blu Plaza Hotel, Oslo
Radisson Blu Royal Garden Hotel, Trondheim
Radisson Blu Royal Hotel, Bergen
Radisson Blu Royal Hotel, Stavanger
Radisson Blu Scandinavia Hotel, Oslo

Oman

Park Inn by Radisson Hotel & Residence Duqm
Park Inn by Radisson Muscat
Radisson Blu Hotel, Muscat

Poland

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

Romania

Radisson Blu Hotel, Bucharest

Russia

Park Inn by Radisson Astrakhan
Park Inn by Radisson Ekaterinburg
Park Inn by Radisson Nevsky, St. Petersburg
Park Inn by Radisson Nizhny Tagil
Park Inn by Radisson Petrozavodsk
Park Inn by Radisson Poliarnie Zory, Murmansk
Park Inn by Radisson Pribaltiyskaya, St. Petersburg
Park Inn by Radisson Pulkovo Airport St. Petersburg
Park Inn by Radisson Pulkovskaya, St. Petersburg
Park Inn by Radisson Rosa Khutor
Park Inn by Radisson Sheremetyevo Airport, Moscow
Park Inn by Radisson Sochi City Centre
Park Inn by Radisson Veliky Novgorod
Park Inn by Radisson Yaroslavl
Radisson Blu Hotel, Chelyabinsk
Radisson Blu Hotel, Rosa Khutor
Radisson Blu Paradise Resort & Spa, Sochi
Radisson Blu Resort & Congress Centre, Sochi
Radisson Blu Sheremetyevo Airport Hotel, Moscow
Radisson Hotel, Kaliningrad
Radisson Resort, Zavidovo
Radisson Royal Hotel, St. Petersburg
Radisson Sonya Hotel, St. Petersburg

Saudi Arabia

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

Senegal

Radisson Blu Hotel, Dakar Sea Plaza

Serbia

Radisson Blu Old Mill Hotel, Belgrade, Serbia

South Africa

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

Spain

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

Sweden

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

Switzerland

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

Tunisia

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

Turkey

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

UK

G&V Royal Mile Hotel Edinburgh
Park Inn by Radisson Bedford
Park Inn by Radisson Belfast
Park Inn by Radisson Birmingham Walsall
Park Inn by Radisson Birmingham West, M5 J1 (West Bromwich)
Park Inn by Radisson Cardiff
Park Inn by Radisson Cardiff City Centre
Park Inn by Radisson Glasgow City Centre
Park Inn by Radisson Harlow
Park Inn by Radisson Hotel & Conference Centre London Heathrow
Park Inn by Radisson Manchester City Centre
Park Inn by Radisson Northampton
Park Inn by Radisson Nottingham
Park Inn by Radisson Palace, Southend-on-Sea
Park Inn by Radisson Peterborough

Park Inn by Radisson Telford
Park Inn by Radisson Thurrock
Park Inn by Radisson York
Radisson Blu Hotel London Stansted Airport, Stansted
Radisson Blu Hotel Manchester Airport
Radisson Blu Hotel, Belfast
Radisson Blu Hotel, Birmingham
Radisson Blu Hotel, Bristol
Radisson Blu Hotel, Cardiff
Radisson Blu Hotel, Durham
Radisson Blu Hotel, East Midlands Airport
Radisson Blu Hotel, Edinburgh
Radisson Blu Hotel, Glasgow
Radisson Blu Hotel, Leeds
Radisson Blu Hotel, Liverpool
Radisson Blu Portman Hotel, London
Radisson Blu Waterfront Hotel, Jersey

Ukraine

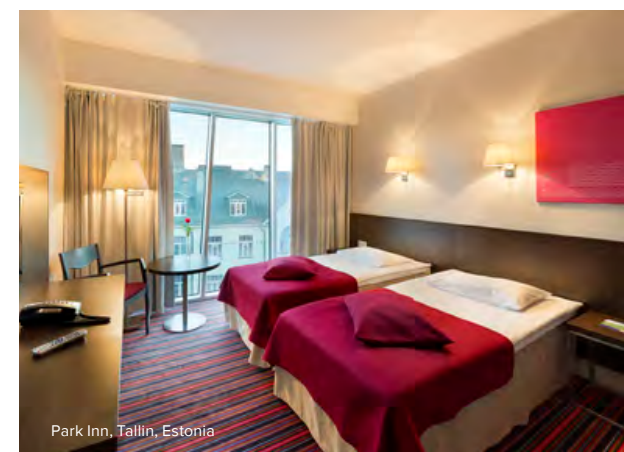
Park Inn by Radisson Donetsk
Radisson Blu Hotel, Kiev
Radisson Blu Hotel, Kyiv Podil
Radisson Blu Resort, Bukovel

United Arab Emirates

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



Radisson Blu, Istanbul Tuzla, Turkey



Park Inn, Tallin, Estonia



Radisson Blu, Addis Ababa, Ethiopia

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GLOBAL COMPACT COMPLIANCE

Principles of the Global Compact

Rezidor Systems and Processes

HUMAN RIGHTS

Principle 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



The Rezidor Hotel Group is one of the most dynamic hotel companies in the world. The Group currently features a portfolio of 457 hotels with 100,320 rooms in operation or under development in 80 countries across Europe, the Middle East and Africa.

Rezidor operates the core brands Radisson Blu (upper upscale) and Park Inn by Radisson (mid-scale) as well as the new brands Quorvus Collection (luxury) and Radisson RED (lifestyle select).

Rezidor is a member of the Carlson Rezidor Hotel Group.

For more information, visit
www.rezidor.com



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