



RESPONSIBLE BUSINESS REPORT 2020

THINK
PEOPLE · COMMUNITY · PLANET

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Please note that all photos without social distancing or masks were taken before COVID-19 regulations.



About Radisson Hotel Group

Radisson Hotel Group (RHG) is one of the world's largest hotel groups with nine distinctive hotel brands, and more than 1,500 hotels in operation and under development in 120 countries. The Group's overarching brand promise is Every Moment Matters with a signature Yes I Can! service ethos.

The RHG portfolio includes Radisson Collection, Radisson Blu, Radisson, Radisson RED, Radisson Individuals, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, and prizeotel brought together under one commercial umbrella brand Radisson Hotels.

Radisson Rewards is our global rewards program that delivers unique and personalized ways to create memorable moments that matter to our guests. Radisson Rewards offers exceptional loyalty benefits for our guests, meeting planners, travel agents and business partners.

Radisson Meetings provides tailored solutions for any event or meeting, including hybrid solutions placing guests and their needs at the heart of its offer. Radisson Meetings is built around three strong service commitments: Personal, Professional and Memorable, while delivering on the brilliant basics and being uniquely 100% Carbon Neutral.

More than 100,000 team members work at RHG and at the hotels licensed to operate in its systems.

Since 2019, RHG is part of Jin Jiang International. Jin Jiang International Co., Ltd. is a leading travel and hospitality headquartered in Shanghai, China and is ranked as the number two hotel group in the world in terms of number of rooms. (Source: MKG Ranking 2020).



Letter from the CEO

For many of us around the world, the past year has required a swift change to our day-to-day lives due to the pandemic, and we are continuing to adjust to new living and working environments.

In this new era of travel with redefined expectations and requirements, one of our highest priorities remains the health, safety and security of our guests, team members and partners. The Yes I Can! spirit that each Radisson team member has, is clear proof that we can and will continue to recover from the pandemic, working together as a global team.

As we look forward to the future with cautious optimism, we remain fully focused on our commitment to sustainability and Responsible Business, in line with the targets laid out in our solid 5-year strategic plan. In 2020 and into 2021, we had to shift some timelines and focus areas due to the pandemic, but we remain committed to our Responsible Business targets as our business continues to recover.

Responsible Business is a key element in our strategic plan and vital to our ambition to be recognized as one of the top three hotel brands in the world and the brand of choice for guests, owners and talent. The three pillars which define our focus for Responsible Business are People, Community and Planet.



Letter from the CEO (cont.)

People

Looking ahead, Safety & Security will remain of paramount importance to every single one of our hotels around the world. Before guests can relax and enjoy memorable moments, they need to know that our teams are providing them with the safest possible environment to stay in. We care about the people in our hotels and value change with continued focus on human rights, business ethics and diversity in our hotels worldwide.

Community

Throughout the year, the attitude, commitment and efforts of our team members in their communities have been extraordinary. I feel extremely proud of the work they have done, and continue to do. While handling this challenging situation, hotel and office teams around the world have been supporting their communities in these uncertain times. They provided accommodation to health workers, meals to frontline workers and to those in need, and created and donated face masks amongst many other actions. We will continue to provide food, shelter and a brighter future for at-risk children and youth, especially with our global charity partner SOS Children's Villages.

Planet

RHG is committed to operating our worldwide hotel portfolio sustainably with the lowest possible carbon, water and waste footprints in line with the targets set during COP21. We embrace the target to reduce our carbon footprint and water consumption by 30% by 2025 through close cooperation with property owners, builders and architects. Moreover, we aim to align with science-based targets in 2021.

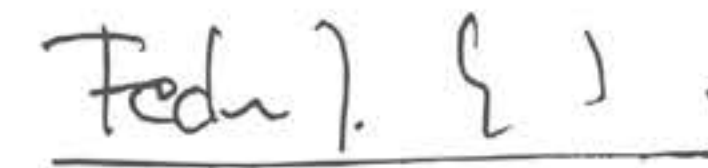
Furthermore, as leaders in the hospitality industry, we have a responsibility to act now for the future, and work together with the wider travel and hospitality industry to participate in and lead the conversations with significant collaborative initiatives. As a member of the Sustainable Hospitality Alliance, RHG enables the industry to embrace the changes needed for climate action, water stewardship and responsible consumption, and the development of youth employment and human rights projects.

RHG has been one of the driving companies behind the World Travel and Tourism Council (WTTTC)'s Safe Travels protocols, a global hospitality framework, designed to rebuild the confidence among consumers so they can travel safely as restrictions are lifted, creating consistency across the industry.

I am grateful for the support and understanding of our shareholders, partners, hotel owners and developers and strongly believe that cross-sectoral partnerships combining asset owners, finance, sustainable solution providers and hotels in a destination-based approach is a powerful force for good towards building a better future with a net-zero carbon future in sight by 2050.

We are ready to welcome guests back and for a swift return to business with a strong strategic plan, a unified vision for the future and our reinforced commitments to respond and implement measures swiftly to continue moving sustainability forward.

Thank you for supporting us in making every moment memorable and sustainable.



FEDERICO J. GONZÁLEZ
Chief Executive Officer, Radisson Hotel Group



Strategy and Performance

2020 Highlights

Think People

5x
online training completion rates increased fivefold vs 2019 [📍]

100%
of hotels desktop validated and 18% of hotels onsite certified by SGS*

234
hotels certified by Safehotels

ECPAT-USA
continued partnership to drive human rights prevention

Think Community

20,500
volunteer hours from corporate office and hotel team members

€300,000
donated in cash and in-kind by corporate offices and hotels to nonprofit organizations

28,000
people provided with safe drinking water for life through our towel re-use program

231
children sponsored with SOS Children's Villages

Think Planet

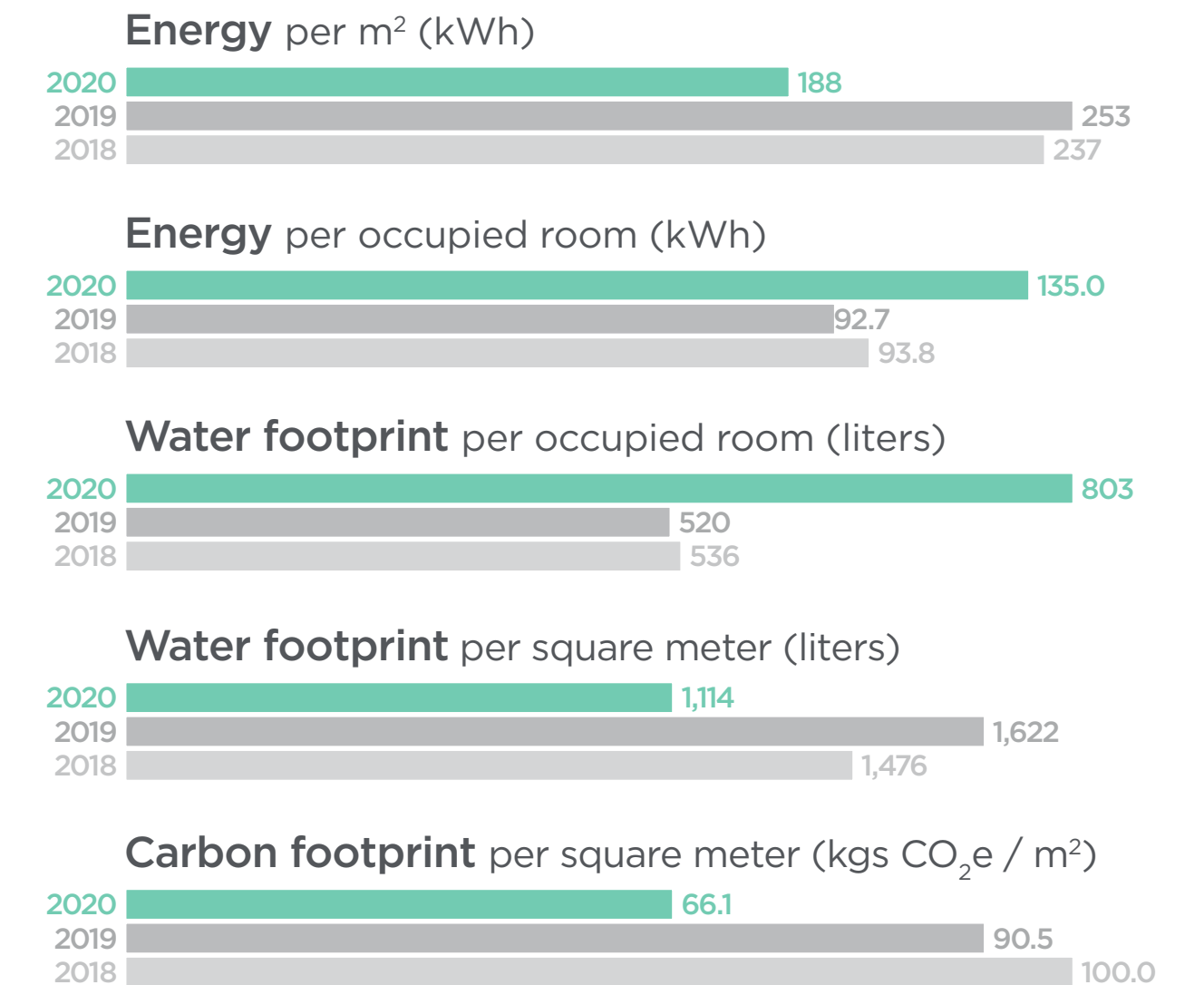
27%
reduction of carbon emissions per square meter vs 2019 [📍]

25%
absolute water footprint reduction vs 2019 [📍]

447 hotels
certified with eco-labels

100%
Radisson Meetings are carbon neutral, offsetting 30,300 tons of carbon since 2019

Responsible Business Performance Indicators[📍]



Due to business disruptions caused by the COVID-19 pandemic, the performance of 2020 is irregular. The 2019 metrics are more representative of our Performance Indicators.

* The validation process of certain hotels is still ongoing.

[📍] RHG owned, leased and managed hotels in Europe, Middle East, Africa and Asia Pacific

5-year strategic plan

RHG looks ahead to a strong recovery. 2021 will likely be a transition year with a challenging first half and an expected start to the recovery process thereafter.

It will also be a year of further opportunities for a more sustainable future. RHG's 5-year strategic plan for 2020 - 2025 includes the Responsible Business focus areas and targets for our hotels globally. These targets align with and contribute to the hotel industry's 2030 focus areas, defined by the Sustainable Hospitality Alliance and to the UN Sustainable Development Goals.

RHG's ambitious and award-winning Responsible Business program has three core areas to ensure that we care for our guests, our people and our planet and act in an ethical way. Targets of RHG's Responsible Business program include reducing our carbon and water footprint by 30% by 2025, aligning with science-based emissions reduction targets in 2021, removing single use plastics and continuing to drive best practices in water stewardship and responsible consumption behaviors.

With the strong focus on ethical business practices, RHG seeks to promote and enhance human rights within its sphere of influence, in its operations and the supply chain. RHG will continue its outreach creating shared value in communities in the areas of Food, Shelter and better Futures especially to children and youth-at-risk.



Think People

With Think People and our focus on being an ethical business, on welcoming guests in a safe and secure environment, and on diversity, equality and inclusion, we are caring for people in our hotels and the value chain.

Our ethical practices can be seen every day in the way we treat all our people, from guests and team members to suppliers and investors.



Think Community

With Think Community we are contributing to communities with food, shelter and a better future for at-risk children.

We foster our international partnership with SOS Children's Villages International who work in 136 countries to ensure that children grow up in a safe and caring family environment.

In hotels, we are enabling a better future for vulnerable young people with various programs delivering employability and life skills.



Think Planet

With Think Planet we strive for a net-carbon zero future. We have clear targets to minimize our environmental footprint in terms of carbon emissions, energy and water usage and resource management, and have achieved important progress toward these goals.

We work on innovations in the guest journey such as Carbon Neutral Meetings, and we contribute to WASH (Water, Hygiene, Sanitation) projects in water scarce communities.

Stakeholders

RHG has defined the key material topics for our organization in accordance with the Global Reporting Initiative (GRI Standards) process. We have a clear responsibility to support the UN Sustainable Development Goals.

Our actions influence the long-term success of our organization and of our stakeholders. We operate to high standards of performance and advocate socially and environmentally sustainable business practices. Responsible Business is the way we do business and we continuously evaluate where we stand and how we can do better.

RHG has identified eight Responsible Business stakeholder groups. We maintain clear commitments to each of these.



Materiality assessment

RHG evaluates and addresses the various social and environmental business risks under the three pillars of Responsible Business. With Think People, we address any health, safety and security issues for our guests and team members. It also addresses the human rights and ethical, fraud and corruption issues in our operations as well as the supply chain. With Think Community, we address the risks of poverty, hunger, lack of quality education and the availability of clean water and sanitation, globally and in the communities where we operate. Under the pillar Think Planet, we address climate change and the urgent environmental requirement to restrict global warming to 1.5°C of preindustrial levels, which beyond the risks of extreme weather conditions, drought and flooding can also impact elements such as food security and risk of social unrest.

RHG must manage the impact of key economic, social, ethical and environmental topics for our industry and our company in an ever-evolving world. Guided by the Global Reporting Initiative's materiality principles and approach, RHG has done a materiality assessment to identify key issues, focus areas, priorities and opportunities.

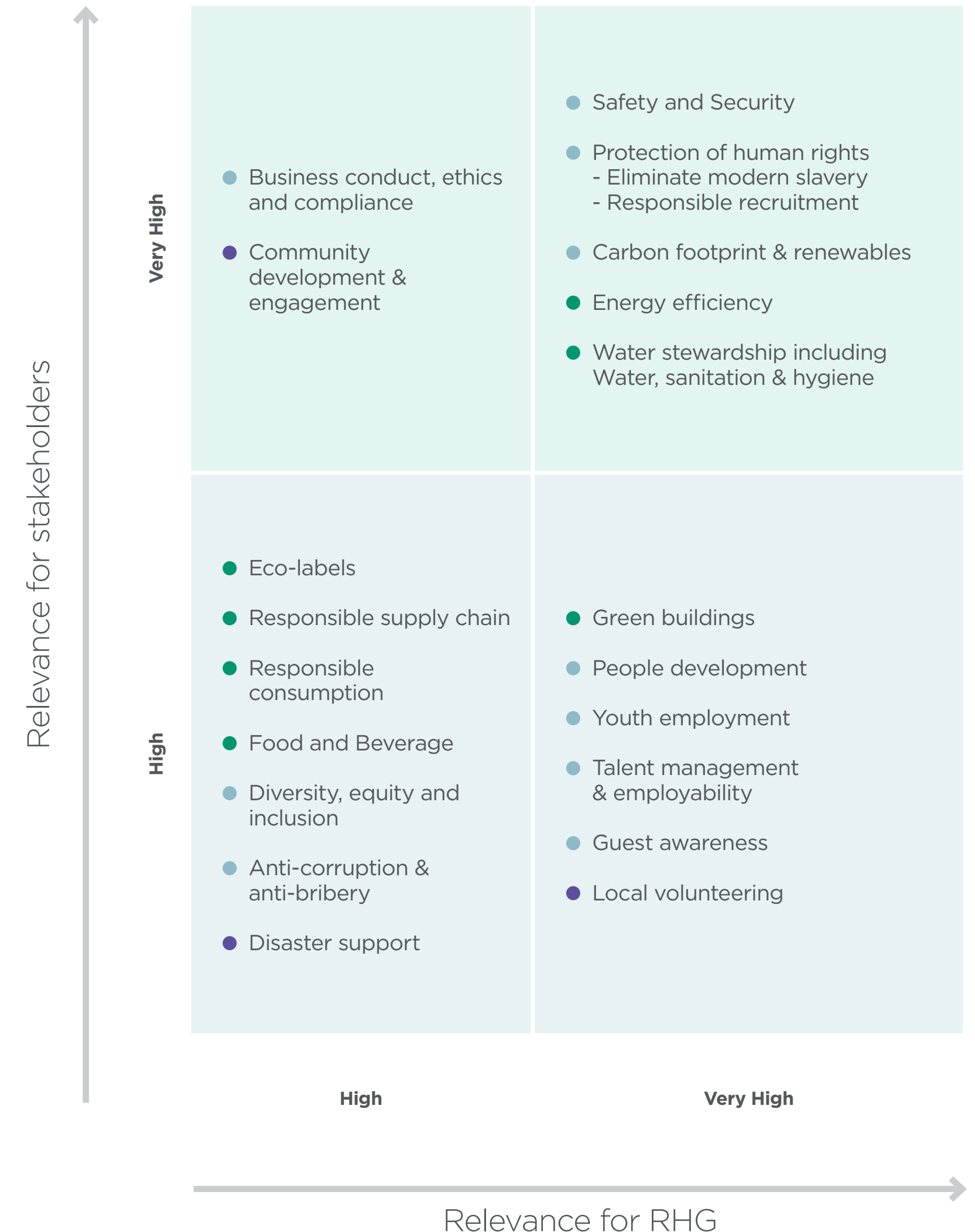
We are conscious that our Responsible Business targets and actions need to contribute to the UN Sustainable Development Goals. For our assessment, we engage with stakeholders on an ongoing basis to inform them about the strategy and get insight on their expertise, expectations, feedback and priorities.

RHG materiality assessment is based on the following internal and external sources:

- Our vision and long-term strategy includes Responsible Business targets. In addition to being a key strategic initiative, Responsible Business has influenced other essential elements of the 5-year plan such as Strategic Sourcing and Meetings & Events.
- Stakeholder engagement includes performance reviews like the culture assessment, hotel owner meetings, partnership reviews, surveys and other stakeholder meetings and workshops.
- As a member of the Sustainable Hospitality Alliance (formerly the International Tourism Partnership), RHG is committed to advancing Responsible Business across the operations and using its collective influence to drive action among our supply chains and stakeholders. We work together with senior executives from other leading hospitality companies to address challenges, share expertise and develop practical solutions to enable the whole industry to operate responsibly and grow sustainably.
- The World Travel & Tourism Council recognizes that security, demographics, resource scarcity, waste management and business ethics are all issues that will particularly influence the nature in which our industry will continue to operate in future. RHG used this in support of the materiality matrix.
- External contextual information, trend reports and research such as the World Economic Forum Yearly Global Risks Report, UNEP Global commitment progress report, GlobeScan sustainability survey and UNWTO reports.

Each focus area corresponds to one or more of our Responsible Business pillars:

- Think People
- Think Community
- Think Planet



Organization and governance

Our Responsible Business and environmental policy is embedded within all levels of the organization. We combine both a top-down and bottom-up approach to ensure maximum engagement in operations and the greatest impact for our company.

Organization

The Board of Directors is responsible for the Responsible Business report. The global steering committee, including the chairman, is frequently updated on strategies, plans and progress of the Responsible Business 5-year plan.

The Responsible Business team sets and implements the strategy and ensures cross-departmental cooperation. The team works very closely with the area support office teams.

Europe, Middle East, Africa

In EMEA, a network of 23 Regional Responsible Business Coordinators sets regional targets in line with group strategy. They also follow-up on progress made by hotels. Each hotel is expected to have a Responsible Business coordinator and Responsible Business team. The Responsible Business coordinator and their team jointly define the Responsible Business action plans in line with both regional and group priorities.

Reporting and compliance

Regular (minimum quarterly) environmental statistics for owned, managed and leased hotels are collected in the Think Planet section of our financial reporting and consolidation system. Hotels report their full Responsible Business performance in the yearly Responsible Business status report, which contains checkpoints on Think People, Think Community and Think Planet. Due to the impact of COVID-19, the number of checkpoints was reduced from 100-plus to 20 checkpoints. Ninety percent of our hotels submitted an answer to the status report.

Environmental issues

RHG checks the environmental compliance of all hotels. During 2020, no hotel reported environmental compliance issues.



Memberships

Partnerships are the drivers for sustainable success. In support of SDG 17, RHG aims to develop public-private partnerships with various key internal and external stakeholders.



Sustainable Hospitality Alliance

RHG is an active member of the Sustainable Hospitality Alliance. In October 2020 the International Tourism Partnership was relaunched as the Sustainable Hospitality Alliance, a nonprofit membership organization representing 25% of the hotel industry with a reach of more than 4 million rooms. The relaunch offered a huge opportunity to drive the industry and allow members to accelerate our impact on key sustainability topics in the hospitality industry. RHG works with the Alliance and senior executives from other leading hospitality companies to address challenges, share expertise and develop practical solutions to enable the industry to operate responsibly and grow sustainably.

Wolfgang M. Neumann, former President and CEO of Radisson Hospitality AB, has been chairman of the Alliance since June 2015, and Inge Huijbrechts, Global Senior Vice President, Sustainability, Safety, Corporate Communications, RHG, has been chairing the Executive Committee since April 2019.



UN Global Compact

RHG has been a UN Global Compact signatory since 2009. The UN Global Compact promotes companies doing business responsibly by aligning their strategies and operations with the 10 principles on human rights, labor, the environment and anti-corruption. Signatories take strategic actions to advance broader societal goals, such as UN Sustainable Development Goals, with an emphasis on collaboration and innovation. The Compact is the world's largest voluntary corporate sustainability initiative. More than 12,400 business and other stakeholders from 160 countries take part.



World Travel and Tourism Council

The World Travel and Tourism Council's objective is to promote awareness of the economic contribution of travel and tourism. It also aims to give one voice to major players in the sector when talking to governments and international bodies.

Federico J. González, President and CEO, is the RHG member representative. The Council's key focus areas include security and travel facilitation, crisis preparedness and response, and sustainable growth.



One Planet Network

UN Environment's One Planet Sustainable Tourism Program has the overall objective to enhance the sustainable development impacts of the tourism sector by 2030, by developing, promoting and scaling up sustainable consumption and production practices that boost the efficient use of natural resources while producing less waste and addressing the challenges of climate change and biodiversity loss.

RHG is a member of the One Planet Sustainable Tourism Program and member of the advisory group for the Global Tourism Plastics Initiative.



Overseas Security Advisory Council (OSAC)

RHG is one of the founding members of the US State Department's Overseas Security Advisory Council (OSAC) Hotel & Lodging Sector Committee (HLSC). The working group exchanges information on potential threats, conducts joint training sessions annually and enables members to monitor emerging threats. The exchange of information is vital to helping our safety and security teams understand evolving threats. RHG currently holds the chair of the Hotel & Lodging Sector Committee.



ECPAT

In 2019, RHG relaunched its partnership with ECPAT-USA, the leading policy organization seeking to end the commercial sexual exploitation of children through awareness, advocacy, policy and legislation.

As an ECPAT-USA partner, RHG is also a signatory of The Code. The Code is the world's first and only voluntary set of business principles that travel and tour companies can implement to prevent sexual exploitation and trafficking of children. The Code is a joint venture between the tourism private sector and ECPAT, providing awareness, tools and support to the travel and hospitality industry.

Global goals and industry focus areas

UN Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. The 17 global goals are an urgent call for action by all countries — developed and developing — to unite in this effort.

The goals mobilize countries, organizations and businesses to end all forms of poverty, fight inequality and tackle climate change in a global partnership. As a responsible leader in the industry, our efforts contribute to these important global goals.

RHG has analyzed its Responsible Business commitment against the UN Sustainable Development Goals. You can find a table showing how the company contributes to the UN Sustainable Development Goals on [page 66](#).



Supporting industry focus areas for 2030

Together with other leading global hotel brands, RHG reached a consensus for a sustainable industry in 2017. Aligned with the United Nations Sustainable Development Goals, the Sustainable Hospitality Alliance (Alliance) commits to drive action on climate change, water stewardship, human rights and youth employment. This long-term commitment is a call to action from across the industry.

As a member, RHG is committed to advancing Responsible Business across its operations and using its collective influence to drive action among supply chains and stakeholders.

Climate change	<p>The hotel industry must reduce its absolute carbon emissions by 66% by 2030 to ensure that growth in the sector is sustainable. As part of the Alliance, RHG commits to embrace science-based emissions targets and encourage the wider industry to join in reducing emissions at scale.</p>
Water stewardship	<p>Water scarcity affects more than 40% of the global population and countries forecast with the highest water stress are amongst those with the greatest tourism growth. RHG is embedding water stewardship programs to address water scarcity, improve water-use efficiency and contribute to improving hygiene and sanitation for communities around the globe.</p>
Youth employment	<p>More than one in five young people in the world are not in school, employed or in training leaving them at high risk of poverty and exploitation. As a member, RHG commits to collectively impacting one million young people through employability programs by 2030.</p>
Human rights	<p>It is the duty of every business, wherever they operate, to respect and promote human rights. RHG commits to raising awareness of human rights risks, embedding human rights into corporate governance and addressing risks arising in the labor supply chain and during construction.</p>

Recognition

RHG has received numerous awards and accolades for being an innovative leader in sustainability practices, its responsible business measures and safety and security programs.

Responsible Business guest recognition

The Responsible Business Guest Satisfaction Survey (GSS) score serves as a valuable tool for Radisson Hotels. It provides insights to help hotels prioritize actions and outperform competitors. The survey's functionality enables RHG to identify which hotels within our company, brand or region are ranking above or below other properties. GSS does not include online reviews.

Guest Satisfaction Survey



In 2020 a reduced number of surveys was submitted due to the impact of the COVID-19 pandemic. The main areas of concern which guests highlighted were that Responsible Business initiatives could be more effectively communicated to guests. Guests also requested a reduction in the use of plastic at properties, such as bottles, straws and other amenities, as well as more information on recycling options in hotels. Due to the implementation of the Radisson Hotels Safety Protocol, selected items are wrapped in single use plastic as a COVID-19 prevention measure.

EcoVadis Silver sustainable supplier

In 2019, RHG was reassessed by EcoVadis as a sustainable supplier and received the EcoVadis Silver recognition for our sustainable practices. The next reassessment is planned for summer 2021.



EcoVadis aims to improve the environmental and social practices of companies by leveraging the influence of global supply chains. The Silver award places the group amongst the top 30% performers evaluated by EcoVadis.



A group of diverse people, including men and women of various ethnicities, are smiling and hugging in a bright, modern office setting. The scene is captured from a slightly low angle, emphasizing their camaraderie. The background shows large windows and a clean, professional environment. The overall mood is positive and collaborative.

Think People



5x

completion rates
increased fivefold
vs 2019 [Ⓢ]



5th

modern slavery
statement issued



Partner

with ECPAT-USA
in fighting human
trafficking



100%

Radisson Hotels
validated by SGS
on Safety Protocol*

Employment & Employability

The next generations expect companies to care. At RHG, we operate our business responsibly, and want to attract and grow talent. As a global company, we have all the tools in place for team members to develop a meaningful career and deliver memorable moments to our guests.

Employment

In 2020, RHG counted 137 nationalities amongst our team members. Women comprise 41.4% of our team members while 58.6% are men. Of our total workforce, an estimated 13% is outsourced labor, mainly in housekeeping and banqueting departments. Collective bargaining agreements cover approx. 1/3 of our team members.

Empowering and social dialogue

In line with the European Union Directive on Works Councils (94/45/EC), RHG has established a European Works Council. The Council includes representatives of our central management and appointed team members and is attended by the Global Chief Resources Officer. Annual meetings are held, including a virtual edition in 2020. Topics such as our company's finances, business development, performance,

ethics reporting and human rights, Responsible Business and other important issues are discussed with team member representatives.

Containment Measures

To help RHG through the COVID-19 crisis, we announced various initiatives to protect our business and minimize the impact on permanent team members as much as possible. The measures announced were mostly temporary.

Our initial containment measures were focused on stopping all business travel, freezing new hires and promotions, and extensively reducing any consultancy fees. We also stopped all non-essential investments and operational expenditures in 2020.

Additionally, the leadership team took further steps across all areas including temporary adjustments to compensation and working schemes, temporary furloughs and, in some cases, permanent job cuts.

The execution of these measures varied by country and by hotel, depending on the concrete market and labor regulations, as well as on the business situation.

We are committed to fully restoring operations and welcoming our guests back as soon as the business environment allows. Every decision made has been extremely difficult because it affected the people who are part of our RHG family and who, as a service company, are our biggest asset.



Employment & Employability

Creating jobs for youth-at-risk

Reducing youth unemployment is a global responsibility. According to the ILO, 68 million young people are unemployed and 126 million are working but living in extreme or moderate poverty. The situation has become more complicated due to the effects of the COVID-19 pandemic.

In these challenging times, RHG understands that we have a role to play in addressing the issue of unemployment and offer easy training or employment access to vulnerable youth. Where business permits, we create job opportunities for underprivileged youth. During 2020, RHG welcomed 633 participants in various trainee and apprentice programs for youth-at-risk.

Youth employment program supports young workers

Through the Sustainable Hospitality Alliance, the industry and local partners create opportunities at scale for young people by offering the youth employment program (formerly called Youth Career Initiative). The youth employment program has a global scope to enhance the employability of underprivileged young people. The program allows hotels to make a real difference in the lives of its graduates and their families.

In 2020, RHG ran the youth employment program in Kenya for young people with disabilities. In the past years, RHG has also run the program in South Africa, Ivory Coast, Zambia, Romania, Lebanon, Sierra Leone, Ethiopia, Senegal and India.

The youth employment program supports young people, aged 18-24, who have dropped out of school, lack the financial means to complete their education or are at risk of exploitation, such as those living without parental care, survivors of human trafficking, refugees and people living with disabilities.

The program operates a flexible delivery model which empowers disadvantaged young people and trains them for their future professional and social life. The classroom training includes soft skills training and English language skills. The hands-on training focuses on practical departmental training. The program aims for graduates to obtain a job with RHG or another company, or for them to continue their education.

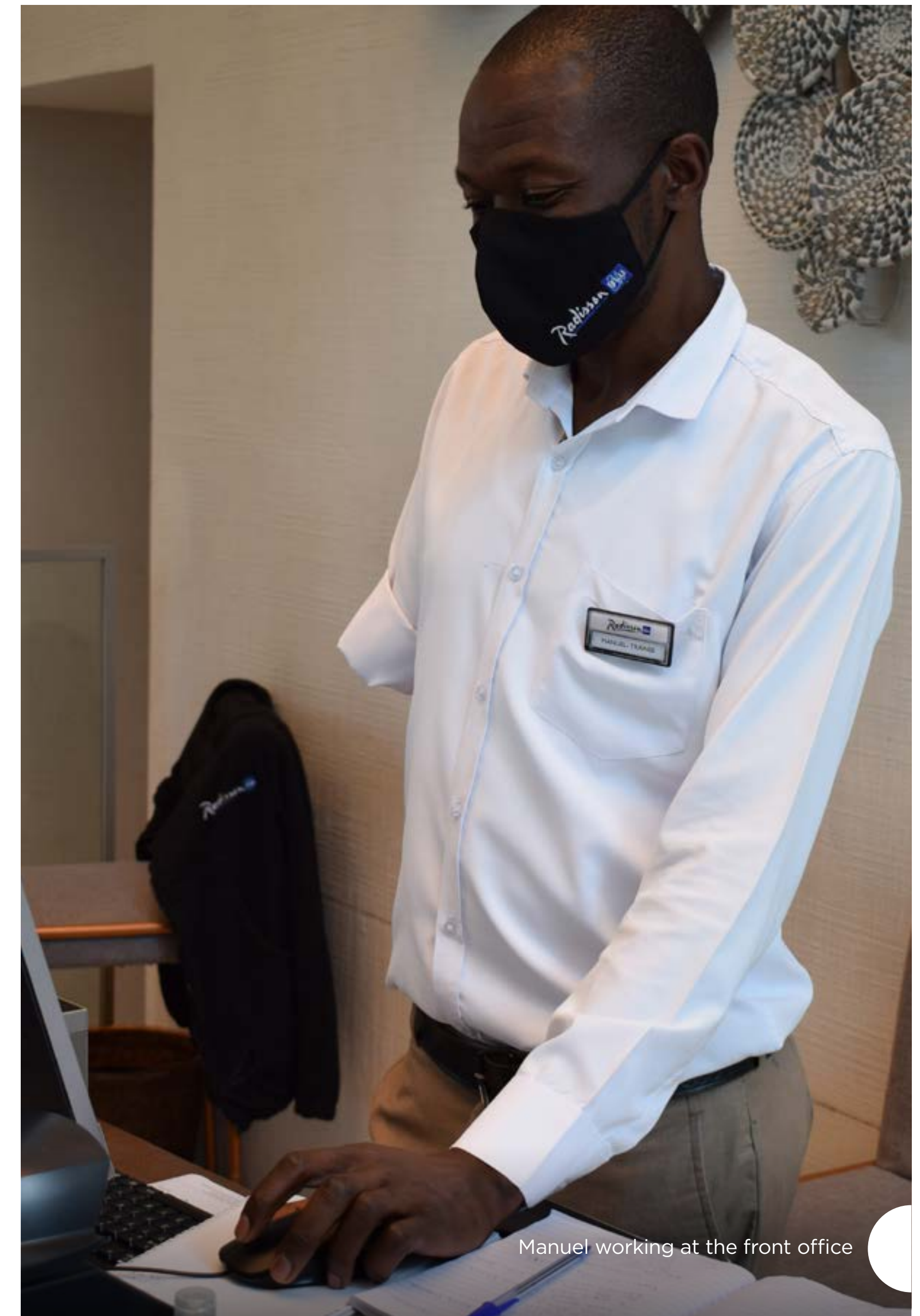
Disability inclusion

The Radisson Blu Hotel and Residence Nairobi, Arboretum is participating in the youth employment program in partnership with the Cheshire Disability Services Kenya, a disability inclusion focused organization, which implements community-based rehabilitation and care programs.

Through the program, Manuel, who is physically impaired has started at the front office department, where he receives practical skills training and is given the opportunity to use and further strengthen his soft skills, while learning entry level practical skills at a formal place of work.

Empowering youth through BestPrep

For the second consecutive year, we've partnered with BestPrep, the largest mentorship program in the U.S. Together, RHG offers Minnesota high school students the opportunity to develop a relationship with our RHG volunteers through a high-impact initiative — which is completely virtual this year. Students have been paired with an RHG mentor, and they exchange weekly emails on topics selected by teachers. The program was kicked-off with fun online Meet & Greet sessions. It will close later this year with a virtual Career Panel, showcasing some of RHG's talent and aiming to provide students inspiration and additional opportunities to connect with our team members.



Manuel working at the front office

People Development & Talent Management

People are at the core of what we stand for and what hospitality is all about. Our people are true Moment Makers delivering memorable moments every day across the world. Even after 25 years, our signature Yes I Can! service ethos is still the essence of how we welcome guests. Our culture plays an important role in our business transformation helps us achieve our global vision to become one of the top three hotel brands in the world and the brand of choice for guests, owners and talent.



People Development & Talent Management

Our Culture Journey

To successfully ensure Every Moment Matters for our guests, owners and talents, RHG has aligned our cultures to create a guest-focused experience which delivers that brand promise. A culture that empowers everyone to ensure a consistent experience for every guest, at every property and workplace around the globe. Believing in our promise means that we believe every moment is an opportunity for our global team members to serve, improve, have fun, make an impression, go above and beyond, learn, stretch, grow and innovate.

The culture journey started in 2018 with the definition of our Culture Beliefs and kept evolving in 2019 with the development of the Foundations, which set up the standards of how we assess and develop our talent. We've grown our culture keeping in mind our strategic 5-year plan, aiming to be company of choice for talent.

Our Cultural Beliefs

A strong corporate culture is powerful. When team members agree with, and care intensely about our beliefs, they will be engaged and motivated to perform at their best. RHG has identified the following shared beliefs which serve as the foundation of our corporate culture:

- We deliver memorable moments every day, everywhere, every time
- We enjoy serving with our "Yes I Can!" spirit
- We grow talent, talent grows us
- We are many minds, with one mindset

- We value open and direct interactions to build trust
- We believe anything is possible
- We have fun in all that we do

Celebrating & Rewarding Culture

In 2019, we launched the Every Moment Matters (EMM) Awards to celebrate the team members who best live up to our Cultural Beliefs. Every Moment Matters represents our brand promise and drives us to create memorable moments for our guests, owners and talent. EMM Awards are peer-to-peer recognition awards, so everyone can participate and nominate their colleagues.

In 2020, RHG celebrated the awards all across Europe, Middle East, Africa and Asia Pacific with unique virtual celebrations.

Talent exchange with Jin Jiang

In 2019, RHG and Jin Jiang established a first talent exchange to strengthen the collaboration and prepare for the first co-branded hotel openings. Hi-potential talents of RHG were selected in this enriching cross-cultural experience and spent two months in Shanghai, deepening the knowledge of Chinese culture and preparing to welcome Chinese guests in the RHG hotels across Europe. Following this successful talent exchange, 2020 marked a year of preparation and planning multiple talent exchanges for the coming years.

Additionally, RHG aims to create the highest level of cultural integration and develops cultural intelligence for all team members. For this purpose, we designed a specific blended training program: Welcoming and delighting Chinese guests. This training program will be further enhanced to prepare our talent for the future co-branded hotel openings.



People Development & Talent Management

Engagement Plan

2020 was a year in which the engagement with our team members became more crucial than ever. For this reason, we created an engagement plan with three elements: Communicate, Connect and Learn. This plan created regular engagement with all team members.

Communicate

To keep our team members informed, we send out the bi-weekly CEO newsletter. The CEO's newsletter highlights key business and pandemic related updates as well as team recognition during the pandemic.

Another aspect of these efforts is our streamed Radisson Talks Live. In the Radisson Talks, company leaders and stellar talent engaged with our global workforce on specific topics relevant to our business response to the pandemic, with ample opportunity for Q&A.

Connect

Our Virtual Coffees are an informal gathering opportunity for team members to engage with our leadership and ask questions in a relaxed environment. A globally aligned content calendar and agenda is prepared so hotels, as well as remote corporate team members, can connect to receiving critical business updates.

Other opportunities to connect in 2020 included Radisson Conversations. Radisson Conversations aims to inspire team members through testimonials and chat with talent who have carved a successful career path in the company.

Learn

We provide a diverse learning offering through the newly created Connect and Learn Vitamin. These newsletters contain relevant updates and training links to support our team members as well as fun competitions. The Connect and Learn Vitamin includes opportunities to connect with company leaders and curated learning content based on different skills that range from financial acumen to mental health and resilience.

In addition, we focus on a holistic approach to health and well-being. This is done by offering mindfulness meditation sessions and providing well-being and ergonomic tips, not only through the Connect and Learn Vitamin, but also with virtual sessions on resilience and change management.

Talent review

RHG is holding annual talent review meetings across all levels of the organization to reach a common understanding of the level of performance, ambition and the future potential of individuals, while also identifying successors for leadership roles.

To enhance the value of the Talent Review Meeting process and to ensure traction for those who have career aspirations, personalized development plans include a one-on-one review with the area director.

Learn to Grow through Radisson Academy

The heart of our people development and talent management strategy is Learning and Development. Part of our 5-year strategic plan, this is a key pillar to create a highly productive learning environment because learning serves as a key enabler to keep team members engaged and focused, particularly during difficult times.

We take our “We grow talent, talent grows us” Culture Belief to heart by focusing on developing our team members. An ever-growing Radisson Academy offering aims to equip our team members with key skills and boost their potential through customized training programs from day one. It also works to bring leaders closer to team members and develop a continuous learning culture via networking initiatives and enhanced learning offerings. Our dedication to individual development and creating a strong performance culture plays a major role in facilitating career growth at all levels of our organization.

In 2019, we laid the foundations for Radisson Academy Online, Radisson Academy On-the-Job and Radisson Academy Live. In 2020, we accelerated our learning offer through these three channels.



19
virtual coffees
with leaders



10
Radisson Academy
virtual sessions



80
Radisson Academy
online training
modules



80
external training
resources

5x

Online
training completion
rates increased by
fivefold vs 2019

People Development & Talent Management

Radisson Academy Virtual

We brought in leading external speakers from the London Business School, as well as internal experts, to share new insights, techniques and tools on topics such as innovation in critical times, navigating the crisis, stop planning — start preparing, team dynamics and influencing, among many others. To ensure we are always meeting the needs of our team members, we asked for input on what content they would like to see and established a feedback mechanism.

Radisson Academy Online

By collaborating closely with business leaders and by anticipating future needs, we provided dedicated new trainings on topics like the Radisson Hotels Safety Protocol, general safety and security awareness, managing a variable cost structure and how to lead and motivate teams during the crisis. In total, we launched 15 training courses with 80-plus modules on Radisson Academy Online in 2020.

We were able to reach a larger audience through Radisson Academy Online than would have been possible through traditional methods. As a result, we experienced a fivefold increase in completion rates compared with 2019.

Hospitality Fundamentals by Typsy

In 2019, RHG partnered with Typsy, an education technology learning platform of choice in the global hospitality industry. Typsy offers a growing library of 1,000 bite-sized video lessons, for practical, on-the-job learning, quizzes and certificates.

In 2020, 82 Radisson Hotel properties subscribed to Typsy, allowing team members to obtain operational skills. Typsy generously offered complimentary access to the rest of our portfolio for six months through their COVID-19 support plan.

Global Responsible Business training

In 2019, RHG introduced a new global Responsible Business training program, called Living and Leading Responsible Business

Living Responsible Business is a classroom training with a gamified approach. The training is for all hotel team members and covers topics such as ethics, diversity, inclusion, community support, eco-footprint reduction and sorting waste — as well as more sensitive topics like tackling sex trafficking and forced labor. It's available in 21 languages. Leading Responsible Business is a comprehensive and engaging e-learning tool for the leaders in hotels and offices. The training covers eco-footprint reduction, youth employability, responsible recruitment and sourcing, promoting human rights and Radisson's partnership with SOS Children's Villages.

The company is rolling out the new Responsible Business training program across all Radisson Hotels. To date, 42% of team members have completed the training.

Radisson Hotels Safety Protocol Training

In May 2020, we launched the Radisson Hotels Safety Protocol - a 20 step protocol for operations and 10 step protocol for meetings & events that augmented existing health and safety procedures. A detailed online training program was developed in Radisson Academy Online to support team members in the correct implementation of all protocol steps.

Best Practice in on-the-job training

The Radisson Blu Hotel Amsterdam Airport, Schiphol is ensuring the next generation of hospitality employees are well prepared through an on-the-job training school. Students spend 10 weeks in each department: food and beverage, front office, housekeeping and the kitchen. The students spend three and a half days of the week in the department and the remainder of the work week in the classroom learning hospitality theory. The classes provide an opportunity to foster talent and ensure the students are well educated for the next step in their careers.



Radisson Blu Hotel Amsterdam Airport, Schiphol

Diversity, Equity and Inclusion

'We are many minds with one mindset.' This is one of our core Culture Beliefs that is based on our respect for individual differences, life experiences and diverse world views.

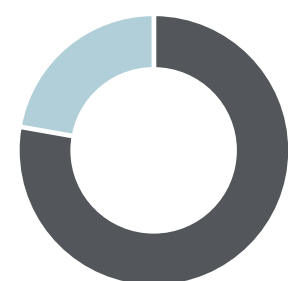
By working together, we can make memorable experiences for everyone who walks through our doors. To enable that to happen, RHG is dedicated to building a global team of team members which reflect the communities where we work and live and the diversity of the guests we serve.

Our guests and our talents deserve a safe environment where they are valued for who they are. As our workforce is driven by people from different backgrounds, personalities and points of view, we strive to create places where everyone can express their authentic selves, seize opportunities, make decisions and resolve conflicts.

Balanced leadership [🌱]

RHG is committed to Balanced Leadership. That means encouraging more women to take on leadership roles within the company. We strive to challenge existing thinking and aim to increase the representation of women in senior positions across the company.

In our hotels, at the end of 2020, 20% of the General Managers and 38% of the team in corporate support offices are female.



GENERAL MANAGERS [🌱]		
Male		80%
Female		20%



HEAD OF DEPARTMENTS [🌱]		
Male		62%
Female		38%



Diversity, Equity and Inclusion

Inspiring testimonials

In 2020, RHG hosted a special Radisson Talks on balanced leadership. Balanced leadership is key to ensure equal opportunities for both women and men at RHG. During the round table discussion, personal stories on balanced leadership for various leaders of the group, including Katerina Giannouka, President, Asia Pacific, demonstrated the positive impact of equal opportunities for the business as well as the personal and professional development of team members.

Standing for diversity

The tragic death of George Floyd and the aftermath of violence has left a feeling of devastation in communities in the U.S. and around the world. As a global hospitality company, RHG recognizes that diversity, equity and inclusion are essential to strengthen our business and our communities. In Minneapolis, we acted quickly and teamed up with two fantastic partners to support those impacted by the events.

Second Harvest Heartland is one of the U.S.'s largest and most innovative hunger relief organizations, actively supporting our communities in the Twin Cities and beyond. Open Arms of Minnesota is a non profit that cooks and delivers free, nutritious meals to people in the Twin Cities who are living with life-threatening illnesses. Additionally, a food drive was organized at the Americas' Headquarters in Minneapolis.



Human Rights

RHG abides by the UN Guiding Principles on Business and Human Rights which are embedded in our policies and procedures.

We are committed to raising awareness of human rights risks and address risks arising in the labor supply chain.

Key human rights and employment principles are reflected in two policies, which complement our [Code of Business Conduct and Ethics](#) and clarify the principles we live and work by in our hotels. These policies are:

- **[Human rights policy](#)**: covers our engagement on issues such as ethical business conduct, the protection of children's rights, combating human trafficking and protection of the rights of employees.
- **[Employment Principles](#)**: covers RHG's promises to our team members. These include non discrimination, freedom of association and the development of in-house talent.

Both policies are publicly available and communicated on internal channels to all hotels and corporate team members.

Eliminating modern slavery

Our aim is to combat and eliminate any form of modern slavery and to operate hotels free of child exploitation and forced, bonded or compulsory labor. We apply these principles to our operations and in our supply chain.

Access our latest modern slavery statement [here](#).

Responsible recruitment

Men, women and children around the world remain victims of modern slavery. This problem remains a reality, albeit one that many are not aware of today. In many regions, hotel operations rely on the talent of migrant workers who are hired as team members or contracted through employment agencies. Migrant workers are amongst the most vulnerable groups in the labor force due to their immigration status.

RHG does not accept forced labor in its operations or supply chain. Our responsible recruitment framework helps to ensure we take a proactive approach to preventing forced labor in every part of our business.



Human Rights

Toolkit to combat modern slavery

To raise awareness and to prevent forced labor, RHG developed a toolkit to combat modern slavery. The toolkit is available to all hotels and helps hotel management and HR teams in their efforts to combat the issue. Our efforts have a focus on protecting outsourced labor, which represents a significant part of the workforce in our hotels.

The toolkit details how hotel management teams should engage with team members, how to check recruitment agencies and what due diligence they should conduct. It includes back-of-house material which increases the awareness of modern slavery amongst team members. A specific training module on how to use the toolkit has been included in the Leading Responsible Business training for all head of departments and general managers. Additional support tools are available for general managers, human resource teams and head of departments at the hotels.

Self-assessment questionnaire

A vital part of the modern slavery toolkit is the hotel self-assessment tool. The questionnaire is designed to identify potential gaps and human rights vulnerabilities in the business processes of hotel properties. It also identifies the vulnerabilities of third-party intermediaries in countries of origin. These intermediaries typically provide services related to the recruitment, selection, hiring, transportation, training and management of migrant workers.

Migrant worker interviews

Another element of the modern slavery toolkit is the migrant worker interviews template. This document provides a set of interview questions to use when conducting targeted migrant and foreign contract worker interviews. This tool is used to help identify possible cases of abuse or recruiter-induced human trafficking.

Industry impact to tackle forced labor

To combat slavery in the hospitality industry, the Sustainable Hospitality Alliance (formerly ITP) and its members, including RHG, launched the Principles on Forced Labor to address human rights risks in the labor supply chain in 2018.

The principles state:

1. Every worker should have freedom of movement
2. No worker should pay for a job
3. No worker should be indebted or coerced to work

Responsible recruitment toolkit



Human Rights

Partnership with ECPAT-USA

Children in all countries of the world are at risk of trafficking and prostitution, as well as online dangers such as grooming, sextortion and the proliferation of child sexual abuse images. To end these crimes, knowledge and evidence must be of the highest possible quality to inform decisions and guide action. Hence, RHG is a proud partner of ECPAT-USA.

ECPAT is the leading policy organization seeking to end the commercial sexual exploitation of children through awareness, advocacy, policy and legislation. ECPAT works at all levels, supporting shelters for survivors, training and supporting law enforcement, influencing governments and conducting a wide range of research. ECPAT provides a wealth of resources aimed at the hospitality industry and hotel team members to help prevent trafficking.

RHG also joined ECPAT-USA's Tourism Child-Protection Code of Conduct (The Code), the world's first and only voluntary set of business principles travel and tour companies can implement to prevent sexual exploitation and trafficking of children. The Code is a joint venture between the tourism private sector and ECPAT that provides awareness, tools and support to the travel and hospitality industry.



Best practice in fighting Exploitation

The team at Country Inn and Suites Boise West ID, takes immense pride in being a safe place for guests and teaching staff how to spot a victim of human trafficking. The hotel has partnered with the Idaho State Police to assist in trafficking cases. As a partner, the hotel has assisted in bringing to freedom at least seven victims. These efforts are evidence of RHG's long-standing commitment to fighting both sexual exploitation and human trafficking around the world.

Qatar hospitality working group

RHG continues its work in Qatar in support of the new labor law reforms, in preparation of the 2022 FIFA World Cup. The Ministry of Administrative Development, Labor and Social Affairs together with the International Labor Organization Project Office in Qatar and the Institute for Human Rights and Business have established the working group for sustainable growth and decent work in Qatar's hospitality sector. The working group facilitates a collaborative multi-stakeholder forum to discuss challenges and strategies to promote fair recruitment and employment.

RHG has been an active participant providing input for guidance tools on due diligence of recruitment practices and by sharing of best practices on specific thematic issues. Learnings from the working group are already applied in the wider scope of our operations.

Promoting Fair Recruitment and Employment – A Guidance Tool for Hotels in Qatar has been developed as a part of this engagement with inputs from relevant stakeholders including the Sustainable Hospitality Alliance. The tool includes a set of resources and practical steps that hotels can take to strengthen and implement internal policies and procedures, carry out due diligence of service providers and labor recruiters, and improve workplace relations through effective grievance handling and worker representation.

Access the Guidance Tool [here](#).



Business Ethics & Compliance

RHG is signatory of the United Nations Global Compact since 2009, which provides companies with 10 principles on Human Rights, Labor, Environment and Anti-Corruption. Our commitment to ethical excellence is the Group's heartbeat.

Code of business conduct and ethics

Our Code of Business Conduct and 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 10 principles which guide us whenever a business 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 the company's resources
9. We think of safety at all times
10. We take care of the planet

During 2018, the [Code of Business Conduct and Ethics](#) was updated in response to the EU's new General Data Protection Regulation (GDPR).



Business Ethics & Compliance

Ethics training

Our Code of Business Conduct and Ethics applies to every person who works for RHG, and every one of our companies. The Code is distributed to all team members digitally via the HR planning system Workday or through the team member handbook. It is also included in our internal procedures' manual. All team members are trained in the Code of Business Conduct and Ethics, its implications and reporting processes. Training occurs in the onboarding and the classroom-based Living Responsible Business training or through the Ethics training on Radisson Academy Online.

Ethics hotline

A key pillar of ethics at RHG is the Business Conduct and Ethics hotline. Any team member with concerns or questions about the Code is encouraged to raise these directly with their supervisor, human resources department or person of trust in the hotel or regional organization.

If the persons to whom the team member reports an ethical problem or questionable practice are not responsive or if there is reason to believe that reporting to the persons indicated above is inappropriate in a particular case, the team member can report the matter of concern using the Business Conduct and Ethics hotline. In no event will any action be taken against the team member for reporting, in good faith, ethical problems or information on questionable practices.

For Europe, Middle East, Africa and Asia Pacific, the hotline is available online, on ethics.radissonhotels.com. The platform, EthicsPoint®, is run by an independent third-party

organization, NAVEX Global. Team members can use the site to find information on our Code of Business Conduct and Ethics and report concerns anonymously, except where local law restricts the Company from accepting anonymous reports. The site and hotline are available in 11 languages.

For Americas and Asia Pacific, ethical problems or questionable practices may be submitted through toll-free phone numbers or via email to the Business Conduct and Ethics mailbox at ethicshotline@radissonhotels.com. Investigations are conducted in a timely and sensitive manner.

Anti-corruption

RHG does not make any contributions or give other support (direct or indirect) to political parties or individual politicians. RHG receives no direct or significant financial subsidies from governmental organizations in the countries where we operate hotels.

Anti-bribery compliance

Compliance with the UK Bribery Act and the US Foreign Corrupt Practices Act (FCPA) is promoted by:

- Making anti-bribery part of our Code of Business Conduct and Ethics
- Training team members
- Inserting a reference to the legislation in all partner contracts
- Confirming compliance by all team members in management positions once every year

No cases of corruption were reported through our Ethics hotline.

Anti-bribery training

Our anti-bribery e-learning training provides participants with an opportunity to understand our company's policies and procedures. This enables them 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 (FCPA) and is globally available.

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 recognize bribery, which actions are considered to be bribery and how to react when confronted with bribery.

Data privacy

In light of the RHG's continued General Data Protection Regulation (GDPR) compliance effort and further to previous publications in this respect, the Hotel Data Handling Policy and the Administrative Office Data Handling Policy explains the information requirements under the GDPR.

The GDPR includes a requirement to inform all individuals of the processing of their personal data and to provide them with specific information about such processing activities. This includes informing team members about processing of their personal data. RHG has a privacy policy and made it available to all team members within GDPR-regulated regions.

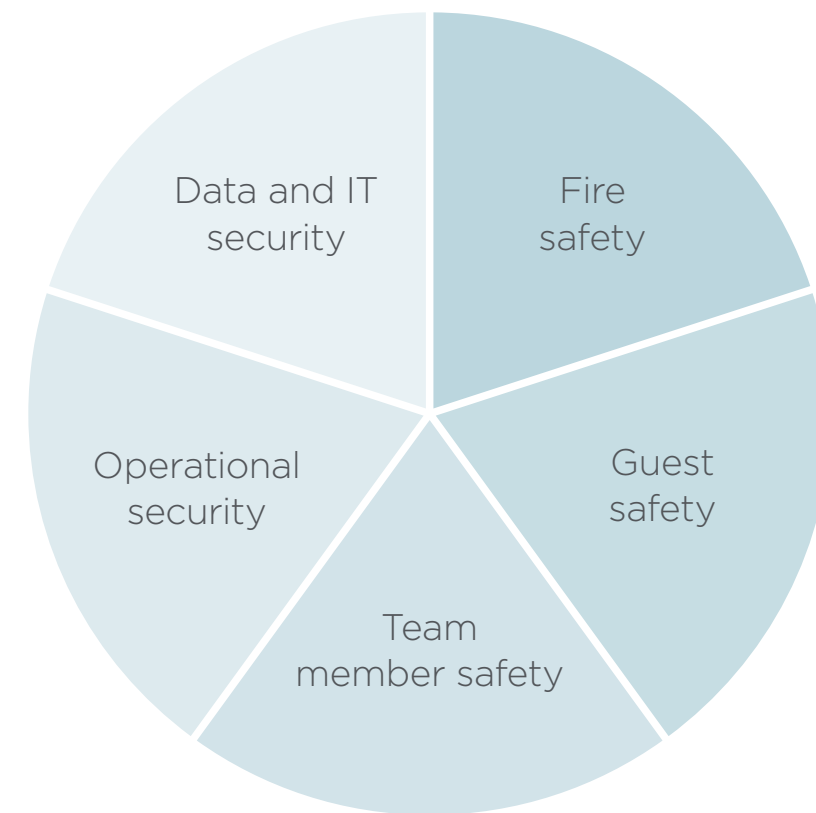
Safety & Security

While our industry continues to recover and reopen its doors, we need to make sure that hotels and the wider industry have a common plan in place to ensure the safety of guests, team members and business partners. Guests want to be welcomed in hotels that 'always care' and where the utmost focus is put on safety and security.

One of our core values is the safety and security of guests and team members. Our company program for safety and security is used by all our offices and hotel brands to protect guests, team members, properties and reputation.



Safety & Security



TRIC=S

RHG structures its program for Safety and Security around the foundational TRIC=S framework, which allows to engage our teams and localize our approach to safety and security.

TRIC=S stands for:

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

Thanks to the development of TRIC=S, the role of corporate safety and security shifted from a reactive and centralized command-and-control model to a more proactive, decentralized, and dynamic role. The change enables safety and security to play a vital part in supporting our growing number of hotels in many different locations and the ever-evolving risk landscape.

The TRIC=S framework focuses on five cornerstones:

The Fire Safety cornerstone focuses on the prevention or reduction of the risk of fire at hotel properties by having equipment, procedures and regular trainings in place. It also ensures fire prevention is taken into consideration when renovating or refurbishing hotels.

The Guest and Team member Safety cornerstones work to limit the risk of any guest or team member becoming injured or ill while staying at, or working in, our hotels.

The Operational Security cornerstone aims to actively prevent any operational disruptions in the hotel. Any disruptions that may occur should be as limited as possible in cost, length and degree.

Data and IT Security are essential for the protection of personal data and the IT infrastructure of hotels.



Radisson Hotel New York Times Square
Safehotels Certification

Safehotels

RHG was the first major international hotel group to partner with Safehotels since 2015. Safehotels is recognized by hotel and travel industry associations, UNISDR and certifies hotels against their own, independent 'Global Hotel Security Standard'.

The Safehotels certificate allows RHG to add external validation to its industry-leading safety and security program and to create additional value for guests, team members and investors. The yearly Safehotels audit validates nearly 200 criteria, including security equipment, team awareness and training, fire security, crisis management and first aid response. It is increasingly being endorsed and embraced by global clients. At the end of 2020, 234 Radisson Hotels worldwide, had gained Safehotels certification.



234 hotels

certified by
Safehotels

Safety & Security

Radisson Hotels Safety Protocol

One of our highest priorities is the health, safety and security of our guests, team members and business partners. COVID-19 has fundamentally changed the way we live, meet and work. In response to the global COVID-19 pandemic, we and a team of experts have augmented our existing health and safety processes and developed the Radisson Hotels Safety Protocol. This in-depth cleanliness, disinfection and prevention protocol was created in partnership with SGS and is designed to ensure your safety and peace of mind from check-in to check-out.

Hotels

During this challenging time, RHG seeks to make each guest feel safe and secure. Our partnership with SGS has created a 20-step cleaning, disinfection and prevention protocol to protect the health and safety of travelers, team members and partners. RHG hotels are practicing disinfection and cleaning procedures to ensure guest rooms and public spaces meet the highest standards of cleanliness and safety.

Meetings & Events

To provide a safe and clean environment for conferences or social gatherings, RHG has implemented a 10-step process to thoroughly sanitize hotel meeting spaces, as well as to guide team members and attendees on how to follow physical distancing protocols. New cleaning and disinfection procedures, increased attention to safety in communal spaces, protective equipment and updated training for team members are included in the new protocols to provide peace of mind to guests and attendees.

Resorts

At RHG, we are focused on providing the time, space and place for an unforgettable vacation at any one of our resorts and leisure destinations worldwide. To help ensure guests enjoy peace of mind on their next escape, RHG defined a specific version of the 20-step Radisson Hotels Safety Protocol for resorts, which includes specific protocols for kids' clubs, sports- and spa activities.

Cleaning & Disinfection

RHG's enhanced cleaning and disinfection guidelines have been developed in collaboration with Diversey, a global hygiene solutions provider. The standards provide best-in-class cleaning and hygiene solutions with reinforced protocols and patented health care grade products. Hotels that have been validated by SGS during their certification for the Radisson Hotels Safety Protocol generally use hospital-grade cleaning products. Additionally, properties have been advised to follow enhanced cleaning and disinfection procedures in all areas of the hotel and with an increased focus on frequent touch points.



100%

of hotels desktop validated and 18% of hotels onsite certified by SGS*

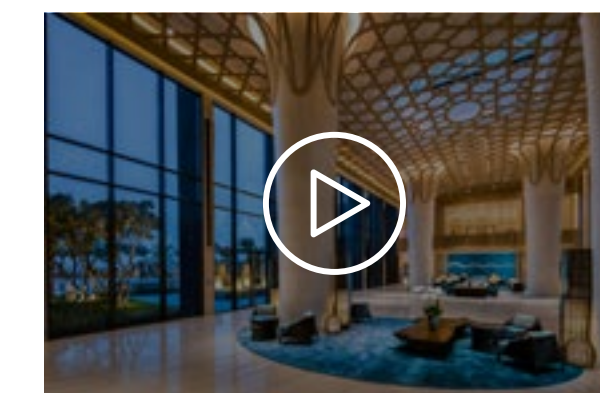
* The validation process of certain hotels is still ongoing

SGS

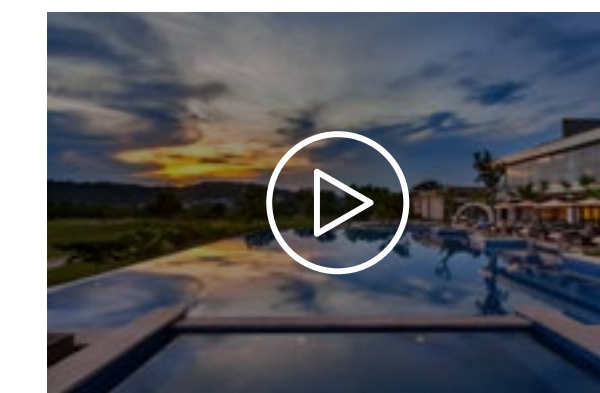
RHG has partnered with SGS, the world's leading inspection, verification, testing and certification company, to ensure that new cleaning protocols meet local requirements and are consistently implemented everywhere. Under this program, individual hotels that comply receive the Radisson Hotels Safety Protocol stamp and/or an official label of cleanliness and disinfection.



Hotels



Resorts



Meetings & Events



Radisson Hotels Safety Protocols | Videos

Safety & Security

Best practice: Business in bubbles

The continuous focus of RHG properties on safety and cleanliness is recognized and builds trust with key clients. Thanks to their adherence to the Radisson Hotels Safety Protocol, the Radisson Blu Hotel Lietuva, Vilnius hosted the teams of the FIBA EuroBasket qualifiers and the Radisson Blu Hotel Papirfabrikken, Silkeborg hosted FC Liverpool for a UEFA Champions League match.

Definition of Safe Travels Guidelines with WTTC

RHG announced its support and endorsement of the World Travel and Tourism (WTTC)'s "Safe Travels" protocols, the industry's new global hospitality framework to provide consistency to destinations and countries as well as guidance to travel providers, operators and travelers, about the new approach to health and hygiene in the post COVID-19 world. RHG played a leading role in the development of the "Safe Travels" guidelines. The ultimate objective of the framework is to reassure and instill confidence in guests as they begin to travel again via a globally consistent and unifying framework.

Safety and Security collaboration

RHG is a founding member of the US State Department's Overseas Security Advisory Council (OSAC) Hotel and Lodging Sector Committee (HLSC), formerly called the Hotel Security Working Group. The committee exchanges information on potential and emerging threats, conducts joint training sessions and enables members to share information and good practices. RHG Global SVP of Sustainability, Security and Corporate Communications is currently the chair person of the Hotel and Lodging Sector Committee.

Data awareness and cyber security training

Like many industries, hospitality is increasingly dependent on digitization and mobile transactions. There have been numerous highly publicized incidents of hacking and data breaches around the world. Our cyber security experts also follow the TRIC=S formula to determine the threat, mitigate the risks and prepare for possible incidents or disruption. This includes requiring all team members who have access to our networks, to complete a yearly online training in the secure use of equipment as well as in safe storage and sharing of information.

Crisis management, communication and continuity

RHG applies a global incident and crisis management process to effectively respond to incidents, prevent events from escalating and rapidly mobilize resources to manage any crisis. Our crisis management process follows the internationally recognized hierarchy of responsibilities on the following levels:

- 'Gold' strategic level
- 'Silver' tactical level
- 'Bronze' operational level

The concept allows for a flexible response determined by the scope, severity, and scale of incident. It allows for a rapid assessment and escalation of an incident. Trainings and desktop exercises are carried out regularly.

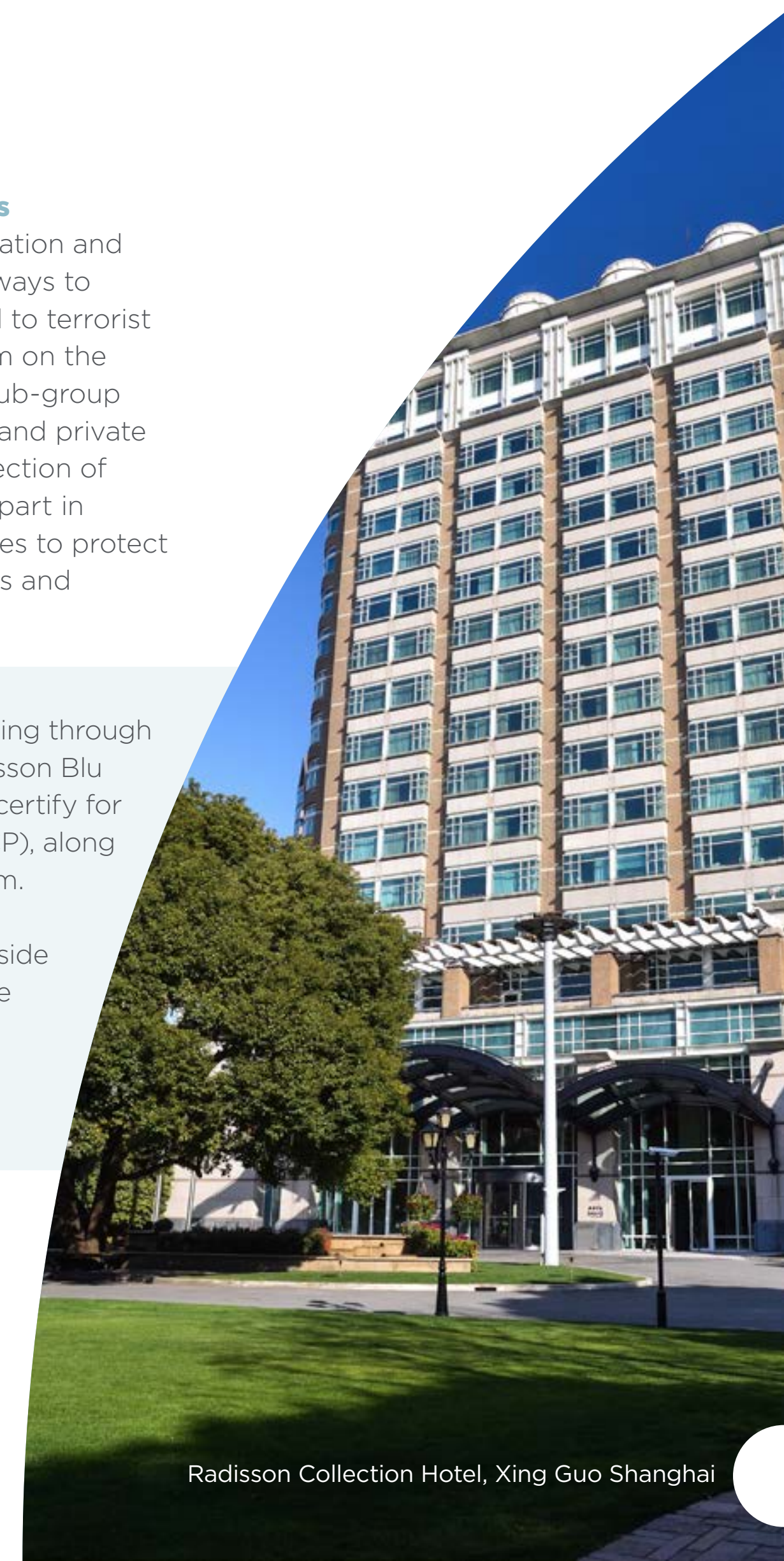
Cooperation to help prevent terrorism threats

A main focus of the European Union's DG Migration and Home Affairs is counter terrorism, looking for ways to better anticipate, prevent, protect and respond to terrorist threats. One of those initiatives is the EU Forum on the Protection of Public Spaces. RHG is part of a sub-group that seeks to bring together public authorities and private operators to discuss ways to improve the protection of public spaces including hotels. RHG has taken part in various workshops in 2020, identifying measures to protect public spaces such as vulnerability assessments and planning, awareness and training.

Best Practice in Food Safety Certifications

While preparing for the Safehotels audit and going through the self-audit for the SGS certification, the Radisson Blu Hotel, Xing Guo Shanghai decided to train and certify for hazard analysis and critical control point (HACCP), along with ISO22000 food safety management system.

After five months of rigorous training by an outside company, the hotel successfully passed both the HACCP system and ISO22000 certification, demonstrating its total dedication to quality and safety as the property transitioned to a Radisson Collection Hotel in February 2021.





Think Community



€300k

donated to charity
by RHG corporate
offices and hotels



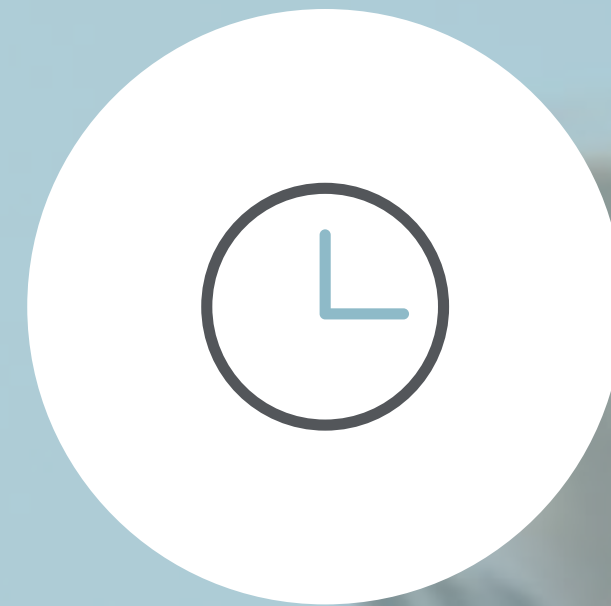
**Global
Partner**

SOS Children's Villages
is our global charity
partner



231

individual child
sponsorships through
SOS Children's Villages



20,500

team member
volunteering hours



28,000

people provided with
safe drinking water
for life

Community engagement

As a global hospitality company, RHG aims to create relationships which are beneficial to the communities in which we operate. We achieve this through the Think Community pillar of our Responsible Business program.

The global pandemic has drastically changed our environment and increased people's needs in many communities around the world. Especially during these times of hardship, RHG hotels, offices and teams have continued to contribute. In addition, we have continued our engagement and global partnership with SOS Children's Villages and other charitable partners, by driving education through youth employment programs and by supporting local communities through in-kind donation programs.

During the COVID-19 pandemic, we've also provided accommodations to health workers and meals to frontline workers and those in need, all while working to increase sustainability through our towel reuse program or green housekeeping programs among others.

Impact

In 2020, the value of RHG's cash and in-kind donations from RHG corporate offices and hotels to international and local charities amounted to more than €300,000.



Partnership with SOS Children's Villages

RHG has partnered with SOS Children's Villages since 2018 to further their work to assist orphaned and vulnerable children, providing family support and care programs, as well as education, medical and emergency relief efforts. The world's largest nonprofit organization, SOS Children's Villages is active in 136 countries and territories.

Children's Villages

The world has radically changed because of the pandemic, including the social and economic impact on those living in vulnerable circumstances and the need for SOS Children's Villages' work has increased.

SOS Children's Villages has been able to continue to support children and families throughout this pandemic, helping more than 60,000 children and families. SOS Children's Villages have also strengthened the way they respond and adapt to crises through the COVID-19 response, family strengthening, youth empowerment and digital proficiency.

Whilst 2020 has been filled with surprises and uncertainty, one thing is clear. Partnerships have never been more important. Through its partnership with SOS Children's Villages, RHG aims to have each of its hotels sponsor the upbringing and education of one child. RHG is also establishing relationships with local SOS Children's Villages around the globe to help achieve the goal of ensuring that no child grows up alone. Additionally, we are working to create internships and work-training programs for children in SOS Villages to learn about the hospitality business and prepare for future careers.

As we look ahead, there is hope. Innovation will continue to be key to our partnership. Increasingly, we know it is possible to find opportunity in crisis and build a more sustainable and equitable future for tomorrow's adults.



Rewards Members support SOS Children's Villages

The partnership is also connected to the Radisson Rewards loyalty program. Members can donate their Radisson Rewards points to support SOS Children's Villages.

In 2020, Radisson Rewards members donated to SOS Children's Villages more than 10 times the amount of points compared to the same time period last year, in addition to raising nearly €50,000 through Responsible Business initiatives.

The points are used to provide children with school supplies, clothes and even special surprises. There is no maximum number of points a member may donate.



Partnership in action

Supporting Children in Chicago

With the financial support of RHG, SOS Children's Villages have opened their new community center in Chicago. SOS Children's Villages have provided support to children and families since the start of the pandemic. One highlight of their work is the launch of the Roosevelt Square Community Center, a first-of-its-kind facility for Chicago. The innovative center is open to families in the surrounding community.

Cape Town grows

Much progress has been made on the Radisson Training & Development Centre at SOS Children's Village Cape Town. The center serves as a resource for training and development of children, young people and staff. The center was in need of multiple repairs, many of which have now been completed, including damage to several ceilings due to winter rains. Other repairs include replacing collapsed shower flooring, repainting all rooms and replacing windowpanes. New computers and technical equipment have also been obtained.

Inspiring the next generation

The Radisson Blu Resort Cam Ranh hosted a career guide summer program for 45 students from the Nha Trang SOS Children's Village. The students toured the resort, enjoyed outdoor games on the beach and dined at the Blu Lobster restaurant, while learning more about a hospitality career. The event was a success, with students expressing a desire to work at the hotel and the hotel team members inspired to continue serving the community and supporting the SOS Children's Village.

Hand in hand in the UK

The partnership between SOS Children's Villages and Radisson Hotels in the U.K. continued in 2020. With no SOS programs in the United Kingdom, 17 Radisson Hotels properties sponsored a total of 17 children in Gambia.

Additionally, Radisson Hotels throughout the United Kingdom asked guests if they would like to donate £1 to SOS Children's Villages on check out, part of the Quids4Kids program. The properties were able to raise £1,236 in the first quarter before the pandemic and subsequent lockdowns hit. In addition to funding child sponsorship, any other money raised is placed in an unrestricted donation to be used as needed.

Support at Americas Business Conference

Our 2020 Americas Business Conference gathered hotel leaders and partners from all around the Americas, a perfect opportunity to drive the message around our partnership with SOS Children's Villages. Amongst numerous activities, we hosted the Million Points Challenge. Hotels sponsoring a SOS child during conference were automatically entered into a prize draw to win 1 million Radisson Rewards points. This resulted in 41 extra SOS child sponsorships.

During our "Dine with Leaders" dinner, a limited number of hotel owners and key stakeholders had the opportunity to meet with the top leadership of RHG while enjoying a fine dining experience. All proceeds from this event went to SOS Children's Villages. In total, over \$30,000 was raised.



Bassee, Gambia, SOS Children's Village



Dine with leaders, RHG Americas business conference

Food. Shelter. Future

As part of Think Community, RHG partners with organizations that work to better the community. The company's goal is to provide food, shelter and a better future for children and at-risk youth. Read on for examples from around the world.

Food program for homeless in Capetown

The Radisson RED Hotel Cape Town created its Breakfast Club for the Haven Homeless shelter to help feed homeless families every other day. Additionally, the RED Kitchen team cooks soup every day to deliver to homeless families in the area. The RED team members do this on an unpaid, volunteer basis.

Saving lives with the American Red Cross

Our corporate partnership with the American Red Cross has grown significantly in 2020. Point donations from Radisson Rewards members increased 400% when compared to 2019. We have also launched a new co-branded cash-donation page and an online pledge to donate blood.

The world is currently facing a severe blood shortage. RHG has organized almost 100 blood drives at properties across the U.S., since the start of the pandemic, with the potential to save more than 8,000 lives.

According to the American Red Cross, our partnership and approach to internal engagement has become their new best practice when collaborating with other partners. Together, we're making a difference and saving lives.

Live streaming for charity

In a year when many hotels have struggled to survive, the Radisson RED in Glasgow has not only remained open whenever allowed, but it has raised money for charity with a series of pioneering live stream events.

The live streaming events raised £11,000 for charity partners including The Ben, SAMH, The Glasgow Children's Charity, The Catherine McEwan Foundation and Hospitality Health.

Known for its affinity with music due to its location near the SSE Hydro, the hotel has achieved this incredible result by staging virtual club nights, a weekend festival, Guilty Pleasures classics streams, two Kilkie's Kitchen cookery and music shows.

Radisson Cares during the pandemic

The COVID-19 pandemic has upended so much around the world, but it has never dampened RHG's focus on serving the communities we are in. Around the globe, our team members have stepped up to help in multiple ways.



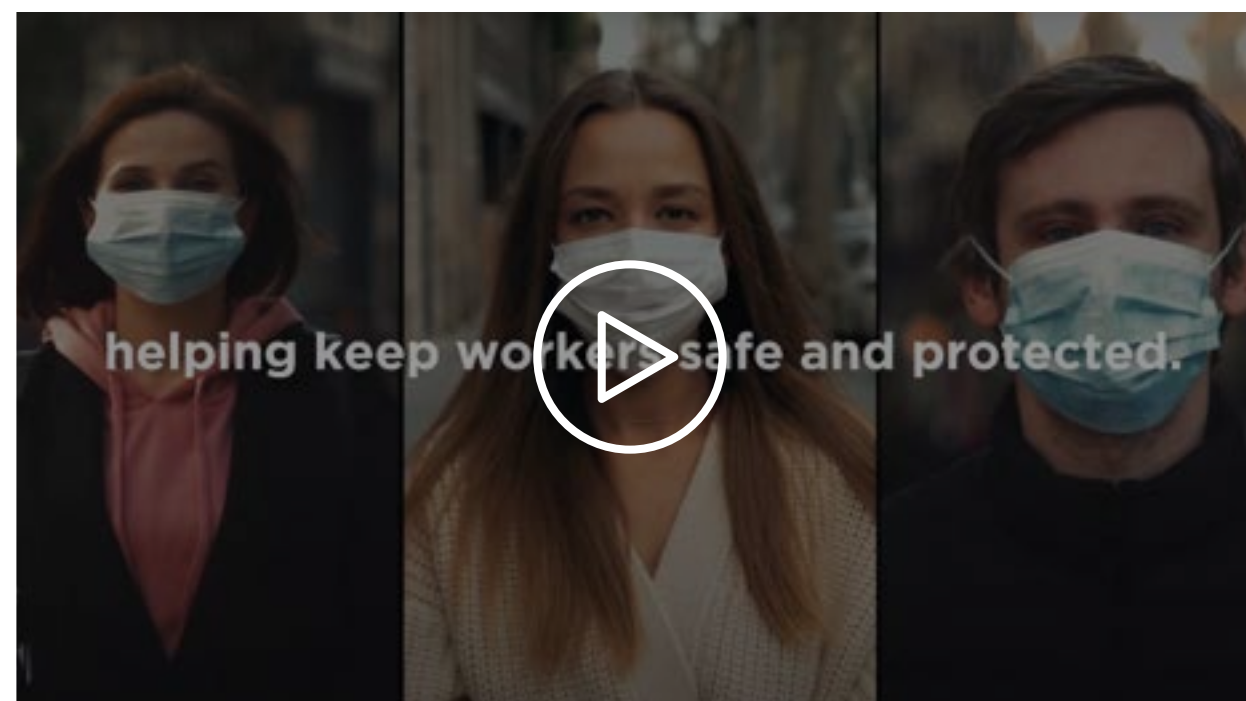
Radisson RED Glasgow live streaming for charity



Saving lives with the American Red Cross

Thank you

We are proud of the engagement of our team members coming together and making a difference. Team members from around the world have been busy supporting their communities in these uncertain times. To say thank you, RHG created two videos highlighting these incredible efforts. In the end, taking care of those around you is what hospitality is all about.



RHG says Thank you | Video

Linens for life

In partnership with our supplier Diversey, some of our hotels in the Philippines and Vietnam launched Linens for Life, a program that aims to help local communities by donating discarded linens that are subsequently turned into face masks.

The linens donated by Park Inn by Radisson Clark in the Philippines are making a real impact in the community. Children of the indigenous Aetas tribe in the Village of Haduan are wearing the Linens for Life face masks made by a local partner Fresh Hope Asia from linens the hotel donated. Fresh Hope Asia provides a rehabilitative program for sexually abused and exploited children.

Linens for Life positively impacted the environment through fabric recycling and reduction of carbon emissions. Previously, various Radisson Hotels launched the Soap for Hope project of our supplier Diversey, recycling used soap to give to the local community.

Hotel linen for face masks

Dana Bates, General Manager of Country Inn & Suites by Radisson, Helen, GA, heard Northeast Georgia Health System was asking for linens to sew into face masks and gowns for its medical workers. Bates donated 25 bags of the hotel's linens, as the property was preparing to purchase new ones. Northeast Georgia Health System was thrilled by this act of kindness.

Sewing masks

Kathleen Sherry, Assistant Director of Finance at Radisson Blu Minneapolis Downtown, embodies Radisson's Yes I Can! spirit. In her spare time, she has been busy sewing face masks to donate to hospitals and reserve units. She has already made 40 masks and is continuing to make more. Kathleen's generosity and kindness are an inspiration to all of us.



Linens For Life face mask program with Radisson Hotels in the Philippines

Thank you

Hero bars

Paola Dimario, Sales Coordinator, Americas, and her husband, Steven, began working remote during the COVID-19 pandemic, but they wanted to help essential employees still working in warehouses and driving delivery trucks. They started making granola bars they called “My Hero Bars.” As word spread, they began delivering their bars to hospitals, postal workers, nursing homes, police departments, warehouses and much more.

Meals donation

Radisson Blu Minneapolis Downtown supports Open Arms of Minnesota to meet demand during the COVID-19 crisis. Open Arms of Minnesota volunteers cook and deliver free, nutritious meals to people living with life-threatening illnesses in the area. The hotel’s restaurant, FireLake, donated its perishable food and a portion of the proceeds from the sales of a special takeout sandwich to support the nonprofit.

Food and School Supply Donations

The Radisson Grenada Beach Resort is helping its team members impacted by COVID-19. From preparing and distributing packages of food to staff who need it most, to donating school supplies and shopping vouchers when it is time to head back to school, the hotel is giving back to its local community. Additionally, they are making monetary donations to local charities.

Spread the love

Radisson Aquatica Resort Barbados launched a community outreach program called Spread the Love, to prepare and deliver hot meals to local elderly. Team members were dedicated to keeping these individuals, who were at a higher risk of severe illness from COVID-19, safe in their homes. This compassionate act made a difference to those most vulnerable during this difficult time.

Care packages for women’s shelters

Nila Patel, Owner and General Manager, Country Inn & Suites by Radisson, Fairborn South, OH, is an active member of AAHOA. As women of AAHOA in the Dayton and Cincinnati area saw their community struggling, they wanted to do something to give back. Learning that domestic abuse was rising, they donated more than 1,000 care packages to area women’s shelters.

Supporting senior citizens

During her temporary furlough, Ann Pettersson, Area Marketing Director, Baltics and Nordics, has been finding ways to help others since the start of the pandemic. From Monday to Friday she volunteered delivering lunch boxes to senior citizens and people in need with high-risk medical conditions. She also took care of the food delivery to doctors and nurses at the Intensive Care Unit and Infections Section at Helsingborg Hospital.



Hero bars for heroes



Ann supporting senior citizens

Thank you

Welcoming first responders

More than 150 nurses arrived at the Radisson Hotel McAllen Airport, TX, in June 2020. Each nurse received a welcome letter, as well as snacks, drinks, stress balls and discount coupons from local eateries. Every Friday became Nurse Appreciation Day to help these first responders feel welcomed and appreciated. Local restaurants donated meals weekly and the hotel restaurant gave a 25% discount. When Hurricane Hanna hit, the hotel lost power but the entire management team served the nurses breakfast anyway.

Weekend stays

Eleven Radisson Hotels in Poland joined forces to provide medical professionals with vouchers and invitations for weekend stays to thank them for their efforts and the commitment to fighting COVID-19. By inviting medical workers and their families to our hotels, the hotels have expressed their support and thanks. Additionally, team members at Radisson Blu Hotel Krakow and Park Inn by Radisson Krakow even made masks at home by hand.

Accommodation for health workers

Radisson Hotel New York Midtown-Fifth Avenue has remained opened during the pandemic, serving health care workers in the city. Hotel team members were touched to find a note on a nurse's guest room door that read, "I appreciate you and your hard work, dedication and kindness during these scary times. I wouldn't be able to do my job without your support."

Housing nurses

Omar Guevarra, General Manager, Radisson Hotel McAllen Airport, and Saarang Rama, General Manager and Owner Country, Inn & Suites by Radisson, Harlingen, TX, have stepped up to house more than 150 nurses. They have brought back their team members and restarted their food and beverage service, along with providing shuttle services, to help the nurses working on the frontlines.

Supplies

Radisson Hotels along the East Coast reached out to each state's CASA (Civilian Aide to the Secretary of the Army) to see how they could help health care workers during the pandemic. They learned New York area hospitals needed shower caps. Many hotels donated their supply to help. Despite struggling with economic uncertainty, properties continued to lend a helping hand.



RHG colleagues with voucher



Making masks in Poland

Thank you

Adopt a Lumi to support young doctors

In China, RHG launched the Adopt a Lumi campaign to raise funds for the Ai You Foundation and support the training of young doctors in the country. Lumi, our Responsible Business firefly mascot and cuddly toy, is sold to brighten up guest stays and is available at Radisson Hotels in China. The profits from the sales campaign have been donated to the Ai You Foundation.

Iftar support

During the holy month of Ramadan, Muslims break their daily fasts after sunset with a meal called iftar. As such, iftar is the feast that people look forward to after a day's worth of restraint.

While following the strict safety and hygiene measures, various Radisson Hotels took the initiative to provide some moments of relief for the health care workers who were still fighting the crisis while fasting for Ramadan.

To support the hard work of the health care workers and patients, Radisson Blu Hotel, Cairo Heliopolis in Egypt provided iftar meals to the local hospital. Also, the Radisson Blu Dhaka Water Garden, in Bangladesh, gave away 400 iftar boxes for all the employees of local hospital, thanking them for their unconditional contributions.



Adopt a Lumi in Radisson Exhibition Center Shanghai



Iftar boxes from Radisson Blu Hotel, Cairo Heliopolis



Iftar boxes from Radisson Blu Dhaka Water Garden

WASH*

According to UN Environment Program, by 2030, demand for freshwater will exceed supply by 40%.

A lack of clean drinking water, and related poor sanitation and hygiene, is one of the most impactful factors keeping the world's poorest people in poverty.

As part of Think Community, RHG supports local communities in water scarce areas globally, by helping to provide safe drinking water, sanitation and hygiene.

Just A Drop

One example of our commitment to global water health is RHG's partnership with Just a Drop. This international water aid organization works to bring safe drinking water to water-stressed communities.

Just a Drop receives funds from our 'towel reuse' program in Europe, the Middle East, and Africa, as well as at Radisson Blu hotels in the Americas. Every time a guest chooses to reuse their towels for a second night, participating hotels donate to Just a Drop. The money is used to fund projects such as digging wells, installing pumps and implementing sanitation tools.

*Water, Sanitation and Hygiene



Community members of the Malaya village

The towel reuse program has funded more than 20 projects in India, Kenya, Nicaragua, Peru, Uganda and Zambia, all of which are designed to provide long-term benefits, ensure people have clean water for decades to come, improve health conditions and create job opportunities.

Throughout the pandemic, Just a Drop has been able to continue its project work across the world. The projects have been categorized as key services, vital to mitigate COVID-19. The experience in promoting hand washing, hygiene education and soap making, with safe water has never been as relevant as now.

Protecting the communities

Since March 2020, Just a Drop has been very active in protecting the communities they work with against the threat of COVID-19. Support included the setup of hand washing stations, providing vital PPE, including masks, gloves and sanitizer and informing the communities how to protect themselves.

As with all Just a Drop projects, each project is community-led and sustainable. The projects help children stay healthy and attend school, and they empower women by reducing the amount of time they need to source water for their families.

Providing fresh water

RHG partnered with Just a Drop in 2020 to help the village of Malaya in the Copperbelt Province of Zambia. The community's main source of water is the Luankuni stream, which is located 5km away and is heavily contaminated.

Just a Drop drilled a borehole and built a pump to reach water that will be available year round. Residents have been trained on maintenance and repair, as well as hygiene and sanitation education.

As a result, health will improve for all, and the community will be more empowered through resource ownership. This was Radisson's third project in Zambia to provide access to safe water.



14 million

towels reused since 2015



28,000

people supported with clean drinking water



21

projects



Think Planet



25
hotels with 100%
renewable energy



447
hotels are eco-labelled



341
electric car-charging
stations



27%
carbon reduction
per square meter
since 2019 ^①



25%
absolute water
footprint reduction
vs 2019 ^②



100%
carbon neutral
Radisson Meetings

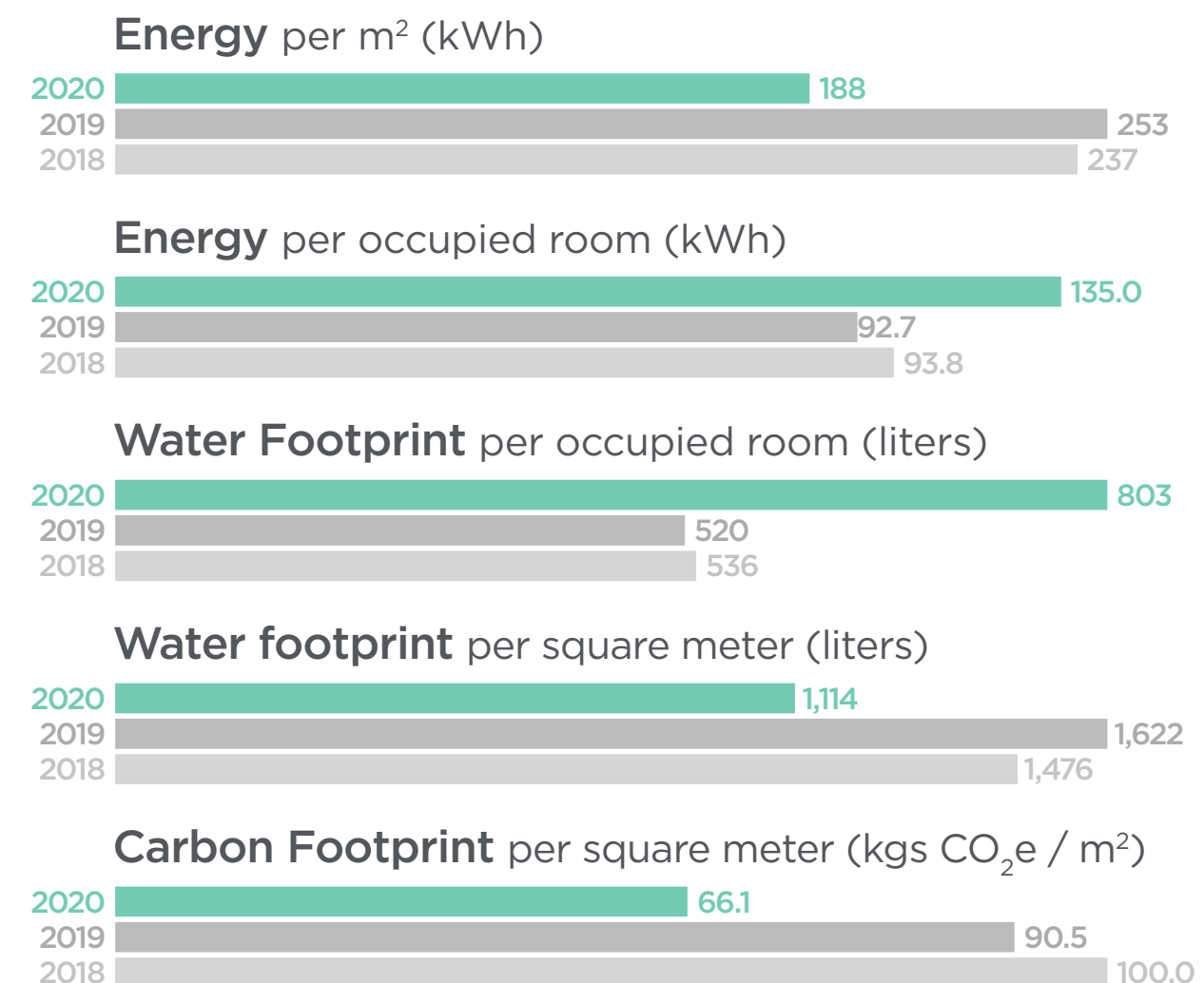
Think Planet principles

At RHG, we continuously focus on reducing our carbon, energy, water and waste footprint in our operations as well as in our supply chain. We want to reduce the negative impact of our business on the planet and to protect valuable natural resources for future generations.

As part of the company's 5-year strategic plan, we have set clear targets to minimize our environmental footprint. By 2025, we aim to reduce our water consumption and carbon footprint by 30% (compared to 2019). We actively strive to use smart technologies to limit our energy and water use and work closely with suppliers, team members and guests to reduce waste.

As member of the Sustainable Hospitality Alliance, we embrace climate action, water stewardship and responsible consumption and encourage the wider industry to join in reducing emissions at scale. Setting science-based emission targets is an essential step we plan to take in 2021 to align with the COP21 Paris Agreement.

Think Planet Performance Indicators[Ⓔ]



Due to business disruptions caused by the COVID-19 pandemic, the performance of 2020 is irregular. The 2019 metrics are more representative of our Performance Indicators.

[Ⓔ] RHG owned, leased and managed hotels in Europe, Middle East, Africa and Asia Pacific



Energy

Think Planet elements

Our overall focus is to be smart about energy consumption, drive best practice and adopt innovations. RHG does this in various ways. Such as investing in energy saving tools and technologies, developing and implementing sustainable building designs, collaborating with owners and investors and engaging and educating team members.

Energy saving technologies

We optimize the performance of our heating, ventilation and air-conditioning (HVAC) systems through the hotels' Building Management Systems. We adopt innovative technologies such as smart thermostats in the U.S. and other locations where they are used along with energy efficient packaged terminal air conditioners.

Retrofits

In existing buildings and normal business conditions, we invest in retrofits to increase our energy efficiency while improving guest comfort, safety and security. This includes lighting, HVAC systems and other equipment improvements. This also can increase profit margins through associated energy savings.

Kaizen

Think Planet Kaizen is a team process to identify the possible energy savings in a hotel property, advising and checking the quality of the specifications and installation and propose an efficiency CAPEX list. The plan developed includes low cost actions (Just do its), projects list with payback, a metering strategy and an implementation plan. The program was continued until the start of the pandemic.

Tools and preventive maintenance

Think Planet tools are easy-to-implement energy saving tools which provide a quick return on investment. This includes motion and daylight sensors, thermal insulation on heating and cooling pipes, and replacing HVAC filters.

Preventive maintenance ensures a guest experience free of negative surprises. It can also generate significant savings. Preventive maintenance tasks include regular cleaning of air vents and filters, plumbing, water supply inspections and electrical checks.

Team habits

Good team habits are essential to achieve our Think Planet targets. The Responsible Business training program includes specific modules to help hotel teams to change behaviors and reduce overall utility use.

Best Practice: hot water from renewables

Winner of MENA Green Buildings award 2020 for best retrofit project, the 288-room Radisson Blu Hotel Dubai Deira Creek is the first hotel in Dubai to produce all its hot water from renewable energy sources.

To replace the hotel's diesel boiler, which was both expensive and had a negative impact on the environment, the hotel installed 80 thermodynamic solar panels. The panels were positioned occupying only 20m², by using a tailor-made structure and were placed in front of the existing cooling towers. This setup allows to use the byproduct of the thermodynamic solar installation, namely cooling, to reduce the cooling load of the hotel. This kind of win-win installation is unique in the world.



Carbon footprint and renewables

Carbon footprint and renewables

Our Scope-1 and -2 greenhouse gas emissions result primarily from energy consumption. RHG reports the carbon footprint using the market based approach. In 2020, our carbon footprint per square meter was 66.1 kg of CO₂e, 27% lower than in 2019. Our total Scope-1 and Scope-2 carbon footprint amounts to 358,704 tons of CO₂e a reduction of 30.4% compared to 2019. Absolute emissions have decreased compared to the previous years despite an increase in the number of hotels assessed this year. This can be attributed to the impact of the COVID-19 pandemic on international travel and restrictions on hotels in lockdowns.

Renewable energies

RHG actively strives to reduce our carbon footprint by increasingly using renewable energy sources. We partner with companies that strive to provide clean, renewable energy from alternative sources. Our goal is to positively impact climate change by reducing the dependency on fossil fuels.

Hotel Carbon Footprint Measurement

The Hotel Carbon Measurement Initiative (HCMI) is a methodology and tool which enables hotels to measure and report on carbon emissions in a consistent way. It was developed by the Sustainable Hospitality Alliance and the World Travel & Tourism Council in partnership with RHG and other global hotel companies. HCMI can be used by any hotel anywhere in the world. Green Key International has made the HCMI tool publicly available in English and Chinese with the support of RHG.

Access the HCMI tool [here](#).

In 2020, 25 hotels operated on 100% renewable energy, including all hotels in the Nordics. On average in EMEA, 18% of the energy we use comes from renewable sources.

Hybrid meetings

As long as the coronavirus poses a threat, reducing in-person events is mandated in many locations around the world. Virtual and hybrid events offer opportunities because attendees aren't limited to a single venue. Interactive, online options also make attendance easier, allowing flexibility for presenters to be spread across time and space. Finally, hosting virtual events limits the travel costs, since participants can choose to attend from their offices or homes.

Limiting physical travel to and from events doesn't just reduce the cost of attendance, it also shrinks carbon emissions, presenting an opportunity to reinforce sustainability practices.



Hybrid Meetings | Video



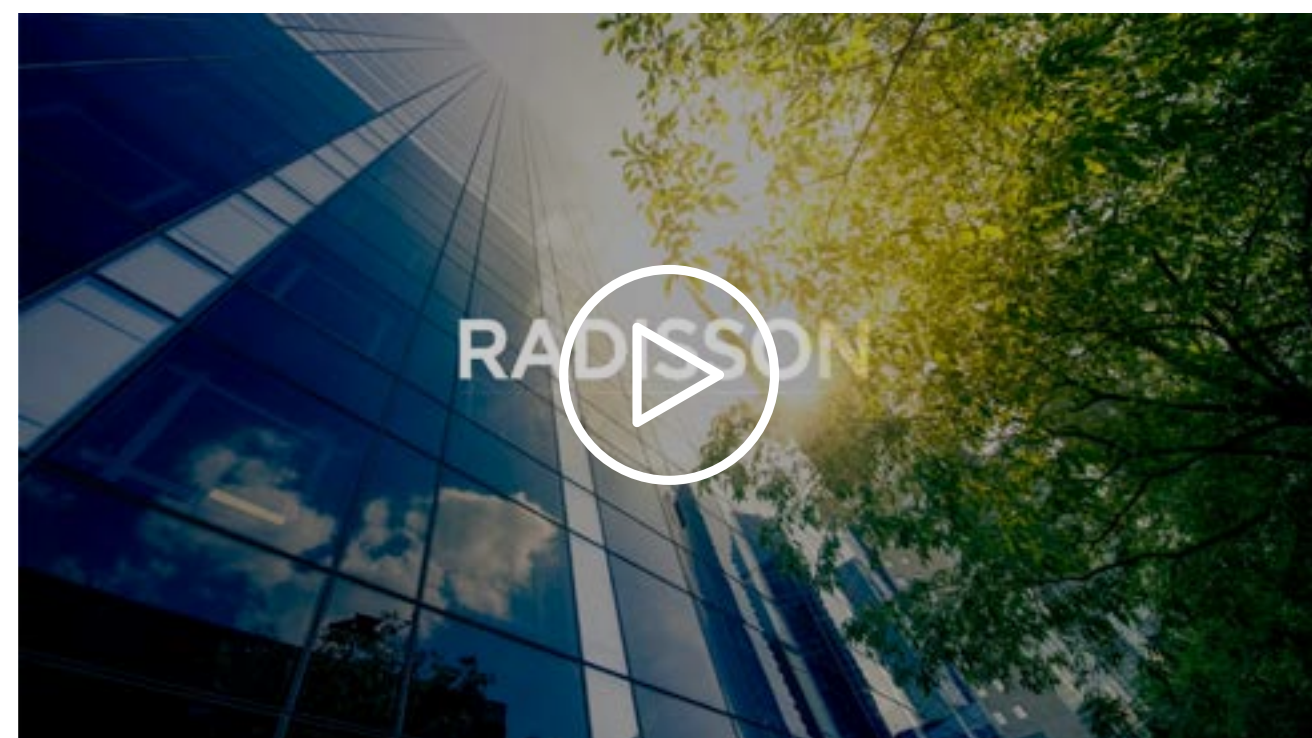
100% Carbon Neutral Meetings

In 2019, RHG launched a global initiative to automatically offset the carbon footprint of every meeting and event taking place at its hotels worldwide.

Since the launch, the 100% Carbon Neutral Meetings program has offset 30,300 tons of CO₂, at no cost to clients. According to the US Environmental Protection Agency, that is the equivalent of taking more than 6,500 cars off the road. RHG offsets carbon emissions in partnership with First Climate, one of the world's largest carbon-offset organizations.

Carbon offsetting projects

Carbon offsetting is done by supporting projects that revert climate change and have a positive sustainable development contribution. All selected projects are Gold Standard or Verified Carbon Standard certified, and can be linked to the fulfillment of various UN SDGs.



Carbon Neutral Radisson Meetings | Video



100% Carbon Neutral Meetings

India: Generating biogas for clean cooking

The project has provided 12,500 households in Maharashtra with their own biogas plant, which generates thermal energy from manure and kitchen waste. The gas produced is used for cooking and household lighting. The biodigesters employed in the project reduce household and animal waste as they produce low-cost energy.

Kenya: Providing clean cooking and water

A cooking stove project aims to improve health and incomes by reducing time and money spent on cooking fuel. The project has resulted in lowering the price of these critically needed stoves by 20%. The project is also using multiple methods to make water treatment systems available to Kenyans.

Peru: Reducing deforestation sustainably

The Rainforest Community Project has brought together hundreds of local families and small-scale concession holders who harvest Brazil nuts in the Peruvian Amazon. Through investment from the project, these nuts can be sustainably harvested, processed and sold directly to international export markets, providing a viable alternative to deforestation and a sustainably generated income.

Turkey: Harvesting the wind

The Balabanli Wind Farm project in northwestern Turkey involves installing 22 wind turbines with a capacity of 2.3 MW each. The windfarm stretches across more than 5 kilometers, harnessing the favorable wind conditions in the Marmara region. With its combined capacity of 50.6 MW, the wind farm generates about 153 GWh of clean electricity per year, supplying more than 43,000 households.

USA: Producing renewable power

Seventy-five wind turbines were installed at Capricorn Ridge Wind Farm in Texas. The turbines produce more than 345-gigawatt hours of clean energy per year. The farm supplies energy to the Lower Colorado River Authority substation in the region, which is then fed into the public grid. The project contributes to the diversification of the U.S. energy mix.

China: Anhua Biogas Project

This project supports poor households in Dongping, Tianzhuang, and Jiangnan by installing 4,000 household biodigesters. These proven and reliable systems reduce methane emissions and provide clean biogas for cooking, heating, and lighting. The cost of €400 is too expensive for most, despite government subsidies. The project uses carbon credit sales to further reduce the cost, allowing the poorest communities this clean energy benefit.

India: Wind farm in Karnataka

The project is building a wind farm in Karnataka that will deliver renewable power to the Indian power grid through 10 turbines, helping provide clean energy. The innovative infrastructure will generate around 48,000 MWh of electricity every year. Based on average consumption in India, it will produce power to sustainably meet the electricity demands of almost 60,000 people annually.



Marmara region, Turkey



Cooking stoves in production in Kenya

Water stewardship

A limited and valuable resource, water is at the heart of one of the most vital sustainable development challenges of our time. The benefit of better management of water is good for business, good for people and for the planet.

RHG is focused on ensuring water use is equitable in the communities where it does business. Our water stewardship efforts include limiting the use of water through technology improvements in its rooms and operations, using rainwater and gray water wherever possible.

Consumption & Water stress [🌐]

Around 36% of all the water consumed by our hotels occurs in water-stressed areas. These are areas where water is scarce, of poor quality or not easy to access. RHG continues its efforts to reduce water consumption through the installation of water-saving technologies and the education of both team members and guests. Across the Group, the absolute water footprint reduced by 25.2% vs last year. Water consumption per occupied room increased to 803 liters in 2020.

UN CEO Water Mandate

RHG aligns with global initiatives and was the first hospitality company to sign the CEO Water Mandate in 2014. We have centered our actions and guest experience solutions around the Mandate's six water stewardship commitments:

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

Water initiatives

Specific actions have been designed to help hotels further reduce their water consumption. The actions provide solutions for technical plants, guest rooms, kitchens, pools and landscaping. We install water saving technologies in areas where water consumption is high and engage our guests through initiatives such as our towel re-use initiative and green housekeeping program.

Hotel Water Footprint Measurement

RHG and other members of the Sustainable Hospitality Alliance have developed a methodology to measure and report water consumption in a consistent manner across the hotel industry. The Hotel Water Measurement Initiative (HWMI) methodology enables any hotel to measure and report on the water footprint of an individual hotel stay, a meeting or an event.

The tool allows RHG to measure and compare water use in the same way as other hotel companies. HWMI will generate common awareness about water usage in tourism and travel industry. RHG funded the setup of the online HWMI tool on the website of the Green Key International, available for use by any hotel in the world in English and Chinese.

Access the HWMI tool [here](#).



Green buildings

Sustainable buildings

RHG is committed to reducing the energy and carbon footprints of our buildings through innovative operating decisions. We use eco-modelling tools to create a business case for sustainable buildings, particularly in emerging markets, through close cooperation with property owners, investors, builders and architects.

EDGE buildings

Through a unique cooperation agreement with the International Finance Corporation (IFC), a member of the World Bank, RHG can use the organization's EDGE eco-modelling tool and certification program.

EDGE encourages the construction of resource-efficient buildings by proving the business case for energy and water saving measures, as well as the use of energy-efficient building materials. The tool uses local parameters for each country, making EDGE an easy tool for operators such as RHG to leverage as it designs green hotels in emerging markets.

RHG uses the EDGE tool for an initial analysis of pipeline and major renovation projects in countries where it is applicable. RHG actively promotes the EDGE certification of company-affiliated hotels with stakeholders and business partners.

Best practice: Designed for Efficiency

Radisson Suzhou is the first Radisson Hotels property to receive an EDGE (Excellence In Design For Greater Efficiencies) certificate in operations. Markers of the achievements that earned the property EDGE certification include a 22% energy savings, a 27% water savings and 28% less embodied energy in materials. This is another example of the unique cooperation agreement RHG has with the International Finance Corporation (IFC), a member of the World Bank, to encourage the construction of resource-efficient buildings.

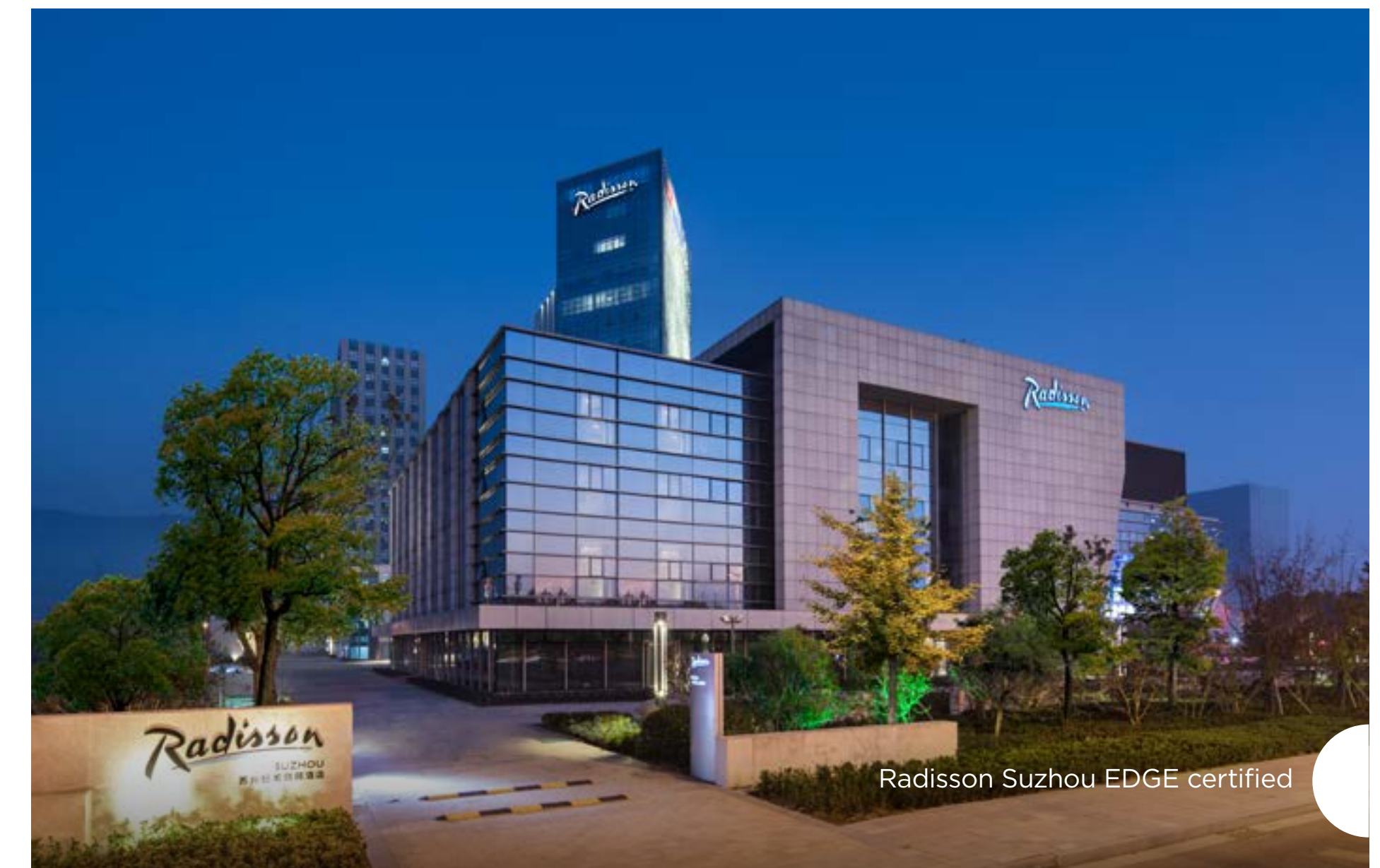
Best practice: Built for efficiency

Promoting energy efficiency was the goal for the Country Inn & Suites by Radisson, Seattle-Tacoma International Airport, WA. The property has a living roof for storm water reduction as well as LED lighting throughout. Each guest room features a smart thermostat for heating and cooling, while a tankless hot water heating system eliminates redundancy by only generating the amount of hot water demand requires. Additionally, the hotel is using a cold water chemical solution to reduce energy use from doing house laundry.

Business Case for Sustainable Hotels

RHG has contributed to the development of the Business Case for Sustainable Hotels published by the Sustainable Hospitality Alliance in collaboration with the International Finance Corporation (IFC). The Business Case for Sustainable Hotels provides a thorough analysis of the business benefits of building sustainable hotels and offers tangible recommendations tailored for investors, owners and developers, operators and franchisees.

Access the Business Case for Sustainable Hotels [here](#).



Radisson Suzhou EDGE certified

Responsible consumption

RHG works towards responsible consumption by reusing where possible and replacing products with more durable solutions, and recycling waste.

RHG works with suppliers to reduce waste and increase recycling. Other key waste management priorities include food waste management and the elimination of single-use plastics wherever possible.

SUP Global commitment

In February 2020, RHG launched a global roll-out plan of single use plastics (SUP) reduction - including the introduction of bulk amenities in all hotels by 2022. RHG has a global commitment to eliminate the use of plastic straws and plastic stirrers its hotels and offer eco-friendly alternatives to guests upon request.

In addition, RHG will implement bulk amenity dispensers across all brands by the end of 2022, replacing small bottles for common bathroom products. This action will remove 57 million miniature amenities from circulation, avoiding the use of almost 500 tons of plastic annually. Due to the impact of the COVID-19 pandemic, implementation has been delayed and roll out times may vary per country.

All hotels are encouraged to reduce plastic waste by working with the supply chain and through initiatives such as reusable water bottles, water filtration systems or joining the #refusethestraw movement.



Our Global Plan for a Future with Reduced Single-Use Plastics | Video



Responsible consumption

Reducing food waste

Food waste is a major global issue. According to the Food and Agriculture Organization of the United Nations, approximately 1.3 billion tons of food is thrown away each year, which represents nearly one-third of the total food produced globally.

RHG aims to reduce residual food waste, which is typically thrown away in landfills or incinerated. And it's a worthy cause. Not only is food waste a misuse of natural resources, it's also a significant contributor to the world's carbon footprint because of the energy needed to grow and transport the food.

Over-ordering, over-preparation and over-trimming in restaurants can lead to important volumes of waste. Striving to prevent this, RHG has implemented measures such as portion control and correct food storage to aid in preventing food waste.

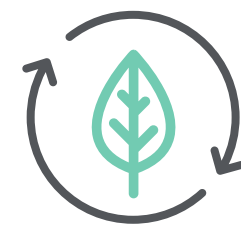
Water bottling in the Maldives

Plastic water bottles form big part of the single-use plastics harming the world's oceans. Radisson Blu Resort Maldives has its own on-site water bottling plant on the island. Having such a facility instantly means a reduction of thousands of plastic water bottles a year, avoiding possible threats to the country's rich marine life and magnificent ocean. On average, the resort is preventing 4.5 tons of possible plastic waste each year.

Too Good to Go

Too Good To Go is a solution that allows businesses to sell excess meals left over at the end of the shift or day to combat food waste. Users and businesses save that food and help preserve the environment – reducing food, energy and water wastage, as well as CO2 emissions. The program has a free app that provides a marketplace where businesses who have surplus food can connect with customers who want to buy this food at a set, reduced price.

Customers order a “magic bag” of surplus food at a discount on retail price and then collect it from the registered hotels in a pre-set collection window. Currently, 10 Radisson Hotels in Europe partner with Too Good To Go. Since the launch, our hotels have saved 15,367 meals which corresponds to a CO2 reduction of 37.6 tons.



37.6 tons
CO² reduction



15,367 meals
Saved



Eco-labels

In a world where guests want to choose their sustainable accommodation, sustainable hotel operations is key.

Certification from a third-party organization is ideal to recognize and validate our efforts. It is also a great differentiator. 447 hotels, including 79% of our EMEA portfolio, had an eco-label.

This report includes the list of eco-labeled hotels: see [page 62](#). Due to business disruptions caused by the COVID-19 pandemic, data collection on eco-labels was irregular. Therefore, the list of eco-labels at the end of 2019 has been published.

Green Key

RHG's most important eco-certification is Green Key, one of the largest hospitality certifiers in the world. Hotels with the Green Key eco-label comply with nearly 100 sustainability criteria covering energy management, waste control, water usage and social responsibility. These criteria are recognized by the Global Sustainable Tourism Council. All Green Key awarded hotels receive regular on-site audits conducted by third-party auditors.



447

hotels are eco-labeled globally



Radisson Blu Hotel, Lagos Ikeja



Park Inn by Radisson Brussels Airport

Green operations

Digital mainstream

RHG partners with Hotelkit, an all-in-one hotel operations platform that provides a quick and easy way for hotels to improve their internal communication, store knowledge centrally, optimize processes and plan tasks in a structured manner.

By using Hotelkit, hotels digitalize their paper processes. An average hotel saves 8,000 sheets of paper annually in doing so. In terms of staff engagement, Hotelkit provides easy onboarding of new team members and continuous training of team members. Articles and how-to-videos in the handbook ensure team members meet safety requirements.

This encourages knowledge management and self-learning. Additionally, Hotelkit aids in sustaining good interpersonal relations with team members in different departments. Team members can communicate and contribute ideas with each other regardless of their job position. It is easier than ever to keep all informed about what is going on in the hotel.



120

hotels using Hotelkit

Green housekeeping

Hotels have the option to offer Green Housekeeping to guests, which is a housekeeping bypass program designed to help conserve natural resources, like water and energy, and reduce the use of detergent, resulting in a lower environmental footprint.

Focused on the environment

From eliminating plastic straws to going cashless, the prizeotel properties are focused on the environment. The hotels give their guests a complimentary drink, if the guest chooses to bypass the daily room cleaning services. Other initiatives include avoiding packaging materials for breakfast items by buying in bulk and working with Food saving to collect leftovers to feed those in need. The trendy budget style hotels are generally within walking distance of trains, encouraging green transportation options.



Responsible Food and Beverage

In our Food and Beverage operations, where a large part of our carbon footprint originates, we work to apply these principles: local, seasonal, responsible packaging, fair trade, organic and vegetarian.

Local means supporting local producers and seasonal is focused on using a maximum of in-season food to reduce the hotels eco-footprint. Responsible packaging considers the life cycle of packaging. Fair trade, organic and vegetarian aims to integrate fair trade products, introduce vegetarian options and use organic products wherever possible.

Food and Beverage direction

RHG properties in Europe, the Middle East, and Africa, now provide a new Food and Beverage offer that promotes guest well-being and sustainability. The changes include menus that are 35-40% vegetarian and plant based.

RHG is actively working to make sure properties are using as many sustainable ingredients as possible for reasons of health, food security and animal welfare. Additionally, Food and Beverage will be using organic and fair-trade coffee across the new restaurant concepts and will be introducing natural and bio-dynamic wines across our new restaurant concepts as well.

Cage-free eggs

RHG is committed to sourcing its eggs from cage-free sources globally by 2025. This commitment confirms that, for RHG, the welfare of animals raised for food is a high priority.

With this announcement, RHG is ensuring decent welfare standards for animals that are reared for the ingredients used in the meals served in its hotels. Currently 105 Radisson Hotels are using eggs from cage free chickens.



105

hotels use cage free eggs



Responsible supply chain

RHG promotes sustainability in its supply chain and works with sustainable suppliers to provide integrated projects and solutions for our hotels. Our commitment to combat modern slavery in the supply chain encourages our partners and the broader business community to take a stand against human trafficking and for human rights.

Supplier Code of Conduct

RHG aims to work with suppliers who demonstrate their environmental, social and ethical responsibility. Our Supplier Code of Conduct outlines the minimum standards that they are expected to achieve.

The Supplier Code of Conduct includes obligations for suppliers and the broader business community to take a stand against human trafficking and modern slavery. The Supplier Code of Business Conduct supplements the Code of Business Conduct and Ethics and is signed by all suppliers at group and area levels. It also becomes integrated in the supplier agreement. Since 2017, the Supplier Code of Conduct was rolled out globally to all RHG suppliers.

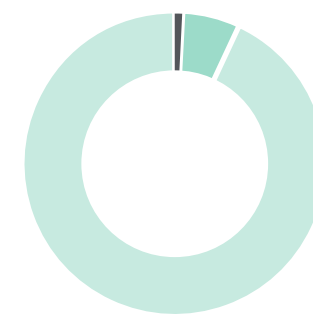
Access the latest Supplier Code of Conduct [here](#).



SUPPLIER TYPE	
Mature Markets	51%
Emerging Markets	49%



SPEND BREAKDOWN	
Corporate	3%
Regional	49%
Local	48%



SUPPLIER TYPE BREAKDOWN	
Corporate	1%
Regional	6%
Local	93%



Responsible supply chain

Reducing risk

As part of our ongoing supplier due diligence, RHG evaluates new and potential suppliers during the first phase of the tender process, Request for Information (RFI). The RFI contains multiple criteria, including a set of knock-out criteria, allowing RHG to evaluate the supplier's financial, environmental and human resource status before signing a contract. This is just one of several tools used to increase supplier visibility and to better understand and control the business risk of our supply chain.

The supplier risk mapping analysis is another tool that's used to assess existing suppliers and their performance. The supplier analysis criteria include environmental sustainability, human rights, health and safety, community action, business ethics and sustainable innovation in research and development.

At the start of 2020, RHG had risk mapped the top 50% of our corporate suppliers and selected the best regional suppliers that provide high-risk products and services, in terms of social and environmental impacts.

The risk mapping can be used for supplier assessment and evaluation and will be a discussion point in yearly meetings with suppliers. The results of the risk mapping exercise allows RHG to have a dialogue on responsible supply chain management with suppliers.

RHG SUPPLIER RISK MAPPING MODEL



EcoVadis silver rating

RHG has been listed as silver supplier by EcoVadis for the company's sustainable business practices. EcoVadis evaluates more than 75,000 companies annually on their environmental, human rights and ethical performance. The goal is to improve environmental and social practices and drive impact of companies by leveraging the influence of global supply chains.

Each company is assessed through a questionnaire which is customized to the size of the business, its industry sector and countries of operation. The EcoVadis rating covers four areas: fair business ethics, the environment, sustainable procurement and labor practices and human rights.

The Silver award places RHG amongst the top 30% of EcoVadis performers.

EcoVadis RHG ratings



An aerial photograph of a desert landscape, likely the Namib Desert, featuring rolling sand dunes and a large, turquoise-colored body of water. The dunes are illuminated from the side, creating strong shadows and highlights that emphasize their texture and shape. The water has a vibrant, almost ethereal blue-green hue. The overall scene is vast and serene.

Appendices

Appendix: Eco-labelled hotels

ARUBA

- Radisson Blu Aruba

AUSTRALIA

- Radisson Blu Plaza Hotel Sydney

AUSTRIA

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

BAHRAIN

- The Diplomat Radisson Blu Hotel Residence & Spa, Manama

BANGLADESH

- Radisson Blu Dhaka Water Garden

BELGIUM

- Park Inn by Radisson Berchem
- Park Inn by Radisson Brussels Airport
- Park Inn by Radisson Brussels Midi
- Park Inn by Radisson Hasselt
- Park Inn by Radisson Leuven
- Park Inn by Radisson Liege Airport
- Park Inn by Radisson Antwerp
- Radisson Blu Astrid Hotel, Antwerp
- Radisson Blu Balmoral Hotel, Spa
- Radisson Blu Hotel, Hasselt
- Radisson Blu Palace Hotel, Spa
- Radisson Collection Hotel, Grand Place Brussels
- Radisson RED Brussels

BELIZE

- Radisson Fort George Hotel and Marina

BRAZIL

- Radisson Hotel Curitiba

CANADA

- Park Inn by Radisson Toronto-Markham
- Radisson Blu Toronto Downtown
- Radisson Hotel & Suites Fort McMurray
- Radisson Hotel Edmonton South
- Radisson Hotel Toronto East
- Radisson Hotel Vancouver Airport
- Radisson Kitchener Waterloo

CHINA

- Park Plaza Beijing Science Park
- Radisson Blu Hotel Chongqing Sha Ping Ba
- Radisson Blu Plaza Chongqing

COLOMBIA

- Park Inn by Radisson Diamond Barranquilla

COSTA RICA

- Park Inn by Radisson San Jose, Costa Rica

CROATIA

- Radisson Blu Resort & Spa, Split
- Park Plaza Histria Pula
- Park Plaza Verudela Pula
- Park Plaza Arena Pula
- Park Plaza Belvedere Medulin

CZECH REPUBLIC

- Park Inn by Radisson Prague

DENMARK

- Radisson Collection Royal Hotel, Copenhagen
- Park Inn by Radisson Copenhagen Airport
- Radisson Blu Limfjord Hotel, Aalborg
- Radisson Blu Papirfabrikken Hotel, Silkeborg
- Radisson Blu Scandinavia Hotel, Aarhus
- Radisson Blu Scandinavia Hotel, Copenhagen

EGYPT

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

ESTONIA

- Park Inn by Radisson Central Tallinn
- Park Inn by Radisson Meriton Conference & Spa Hotel Tallinn
- Radisson Blu Hotel Olumpia, Tallinn
- Radisson Blu Sky Hotel, Tallinn

ETHIOPIA

- Radisson Blu Hotel, Addis Ababa

FINLAND

- Radisson Blu Aleksanteri Hotel, Helsinki
- Radisson Blu Grand Hotel Tammer, Tampere
- 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, Cannes
- Radisson Blu Hotel Paris, Marne-La-Vallee (at Disneyland 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-Boulogne
- Radisson Blu Hotel, Toulouse Airport
- Radisson Blu Resort & Spa, Ajaccio Bay

GEORGIA

- Radisson Blu Hotel, Batumi
- Radisson Blu Iveria Hotel, Tbilisi

Due to business disruptions caused by the COVID-19 pandemic, data collection on eco-labels was irregular. Therefore, the list of eco-labels at the end of 2019 has been published.

Appendix: Eco-labelled hotels

GERMANY

- art'otel cologne
- art'otel berlin kudamm
- art'otel berlin mitte
- art'otel dresden
- Park Plaza Berlin Kudamm
- Park Plaza Nuremberg
- Park Plaza Wallstreet Berlin Mitte, Germany
- Park Inn by Radisson Berlin Alexanderplatz
- Park Inn by Radisson Cologne City-West
- Park Inn by Radisson Dresden
- Park Inn by Radisson Frankfurt Airport
- Park Inn by Radisson Göttingen
- Park Inn by Radisson Lübeck
- Park Inn by Radisson Munich Frankfurter Ring
- Park Inn by Radisson Neumarkt
- Park Inn by Radisson Nürnberg
- Park Inn by Radisson Papenburg
- Park Inn by Radisson Stuttgart
- Radisson Blu Fürst Leopold Hotel, Dessau
- Radisson Blu Hotel, Leipzig
- Radisson Blu Hotel, Berlin
- Radisson Blu Hotel, Bremen
- Radisson Blu Hotel, Cologne
- Radisson Blu Hotel, Cottbus
- Radisson Blu Hotel, Dortmund
- Radisson Blu Hotel, Erfurt
- 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 Mannheim
- Radisson Blu Media Harbour Hotel, Düsseldorf
- Radisson Blu Park Hotel & Conference Centre, Dresden Radebeul
- Radisson Blu Scandinavia Hotel, Düsseldorf
- Radisson Blu Schwarzer Bock Hotel, Wiesbaden
- Radisson Blu Senator Hotel, Lübeck

GREECE

- Radisson Blu Park Hotel, Athens

GUATEMALA

- Radisson Hotel & Suites Guatemala City

HUNGARY

- art'otel budapest
- Park Inn by Radisson Budapest
- Park Inn by Radisson Hotel & Spa Zalakaros
- Park Inn by Radisson Sarvar Resort & Spa
- Radisson Blu Béke Hotel, Budapest

ICELAND

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

INDIA

- Country Inn & Suites by Radisson – Gurugram, Sector 12
- Radisson Blu Faridabad
- Radisson Goa Candolim
- Radisson Gurugram Sohna Road City Center
- Radisson Gwalior
- Radisson Hotel Khajuraho
- Radisson Hotel Noida
- Radisson Mumbai Andheri MIDC
- Radisson Shimla
- Radisson Udaipur

IRELAND

- Park Inn by Radisson Shannon Airport
- Radisson Blu Hotel & Spa, Cork
- Radisson Blu Hotel & Spa, Sligo
- Radisson Blu Hotel, Athlone
- Radisson Blu Hotel, Dublin Airport
- Radisson Blu Hotel, Letterkenny
- Radisson Blu Hotel, Limerick
- Radisson Blu St. Helen's Hotel, Dublin

ITALY

- Radisson Blu Hotel, Rome
- Radisson Blu Hotel, Milan

KAZAKHSTAN

- Park Inn by Radisson Astana
- Radisson Hotel, Astana

KENYA

- Park Inn by Radisson Nairobi Westlands
- Radisson Blu Hotel, Nairobi Upper Hill

KUWAIT

- Radisson Blu Hotel, Kuwait

LATVIA

- Park Inn by Radisson Residence Riga Barona
- Park Inn by Radisson Riga Valdemara
- 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
- 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

MEXICO

- Radisson Paraiso Hotel Mexico City

- Radisson Poliforum Plaza Hotel Leon

MOLDOVA

- Radisson Blu Hotel Chisinau, Moldova

MOROCCO

- Radisson Blu Hotel, Casablanca City Center
- Radisson Blu Hotel, Marrakech Carré Eden

MOZAMBIQUE

- Radisson Blu Hotel, Maputo

NETHERLANDS

- art'otel amsterdam
- Park Plaza Amsterdam Airport
- Park Plaza Eindhoven
- Park Plaza Utrecht, the Netherlands
- Park Plaza Victoria Amsterdam
- Park Plaza Vondelpark, Amsterdam
- Park Inn by Radisson Amsterdam City West
- Park Inn by Radisson, Amsterdam Airport Schiphol
- Radisson Blu Hotel, Amsterdam
- Radisson Blu Hotel, Amsterdam Airport, Schiphol
- Radisson Blu Palace Hotel, Noordwijk-aan-Zee

NIGERIA

- Radisson Blu Anchorage Hotel, Lagos V.I.
- Radisson Collection Ikoyi Lagos

Appendix: Eco-labelled hotels

NORWAY

- Park Inn by Radisson Oslo
- Park Inn by Radisson Oslo Airport
- Radisson Blu Airport Hotel, Oslo Gardemoen
- Radisson Blu Atlantic Hotel, Stavanger
- Radisson Blu Caledonien Hotel, Kristiansand
- Radisson Blu Hotel Nydalen, Oslo
- Radisson Blu Hotel, Alna-Oslo
- Radisson Blu Hotel, Bodø
- Radisson Blu Hotel, Tromsø
- Radisson Blu Hotel, Trondheim Airport
- Radisson Blu Park Hotel, Fornebu, Oslo
- Radisson Blu Plaza Hotel, Oslo
- Radisson Blu Resort, Trysil
- Radisson Blu Royal Garden Hotel, Trondheim
- Radisson Blu Royal Hotel, Bergen
- Radisson Blu Scandinavia Hotel, Oslo
- Radisson Blu Trysil Mountain Resort

OMAN

- Park Inn by Radisson Hotel & Residence Duqm
- Park Inn by Radisson Muscat
- Radisson Blu Hotel, Muscat
- Radisson Blu Hotel, Sohar
- Hormuz Grand Muscat, A Radisson Collection Hotel

PANAMA

- Radisson Colon 2000 Hotel & Casino

PHILIPPINES

- Radisson Blu Cebu

POLAND

- Park Inn by Radisson Krakow
- Radisson Blu Hotel, Gdansk
- Radisson Blu Hotel, Krakow
- Radisson Blu Hotel, Szczecin
- Radisson Blu Hotel, Wroclaw
- Radisson Blu Resort, Świnoujście
- Radisson Blu Sobieski Hotel, Warsaw
- Radisson Collection Hotel, Warsaw

QATAR

- Radisson Blu Hotel, Doha

ROMANIA

- Park Inn by Radisson Hotel & Residences, Bucharest
- Radisson Blu Hotel, Bucharest

RUSSIA

- Park Inn by Radisson Astrakhan
- Park Inn by Radisson Ekaterinburg
- Park Inn by Radisson Izmailovo
- Park Inn by Radisson Nevsky, St. Petersburg
- Park Inn by Radisson Novokuznetsk
- Park Inn by Radisson Novosibirsk
- Park Inn by Radisson Poliarnie Zory, Murmansk
- Park Inn by Radisson Pribalitiyskaya, 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 Volgograd II
- Park Inn by Radisson Yaroslavl
- Radisson Blu Hotel, Chelyabinsk
- Radisson Blu Hotel, Rosa Khutor
- Radisson Blu Hotel, Rostov-on-Don
- Radisson Blu Resort & Congress Centre, Sochi
- Radisson Blu Sheremetyevo Airport Hotel, Moscow
- Radisson Collection Hotel, Moscow
- Radisson Collection Paradise Resort & Spa, Sochi
- Radisson Hotel, Kaliningrad
- Radisson Resort, Zavidovo
- Radisson Royal Hotel, St. Petersburg
- Radisson Sonya Hotel, St. Petersburg

SAUDI ARABIA

- Park Inn by Radisson Al Khobar
- Park Inn by Radisson Hotel, Dammam
- Park Inn by Radisson Najran
- Radisson Blu Hotel and Residence, Jeddah Al Salamah
- Radisson Blu Hotel, Dhahran
- Radisson Blu Hotel, Jeddah
- Radisson Blu Hotel, Riyadh
- Radisson Blu Hotel, Yanbu
- Radisson Blu Plaza Hotel, Jeddah
- Radisson Blu Residence Dhahran
- Radisson Blu Resort Jizan

SENEGAL

- Radisson Blu Hotel, Dakar Sea Plaza

SERBIA

- Radisson Collection Hotel, Old Mill Belgrade

SIERRA LEONE

- Radisson Blu Mammy Yoko Hotel, Freetown

SLOVAKIA

- Park Inn by Radisson Danube, Bratislava Hotel

SOUTH AFRICA

- Park Inn by Radisson Cape Town Foreshore
- Park Inn by Radisson Cape Town Newlands
- Park Inn by Radisson Sandton
- Radisson Blu Gautrain Hotel, Sandton Johannesburg
- Radisson Blu Hotel & Residence, Cape Town
- Radisson Blu Hotel Waterfront, Cape Town
- Radisson Blu Hotel, Port Elizabeth
- Radisson Blu Hotel, Sandton Johannesburg
- Radisson RED Hotel V&A Waterfront, Cape Town

SPAIN

- Radisson Blu Hotel, Madrid Prado
- Radisson Blu Resort & Spa, Gran Canaria Mogan
- Radisson Blu Resort, Gran Canaria

SWEDEN

- Park Inn by Radisson Malmö
- Park Inn by Radisson Solna
- Park Inn by Radisson Stockholm Hammarby Sjöstad
- Park Inn by Radisson Uppsala
- Radisson Blu Arlandia Hotel, Stockholm-Arlanda
- Radisson Blu Hotel, Lund
- Radisson Blu Hotel, Malmö
- Radisson Blu Hotel, Uppsala
- Radisson Blu Metropo Hotel, Helsingborg
- Radisson Blu Riverside Hotel, Gothenburg
- 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 Waterfront Hotel, Stockholm
- Radisson Collection Strand Hotel, Stockholm

SWITZERLAND

- Radisson Blu Hotel, Basel
- Radisson Blu Hotel, Lucerne
- Radisson Blu Hotel, St. Gallen
- Radisson Blu Hotel, Zurich Airport
- Radisson Hotel Zurich Airport

THAILAND

- Park Plaza Bangkok Soi 18

TUNISIA

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

Appendix: Eco-labelled hotels

TURKEY

- Park Inn by Radisson Istanbul Atasehir
- Park Inn by Radisson Istanbul Ataturk Airport
- Park Inn by Radisson Izmir
- Park Inn by Radisson Samsun
- Park Inn by Radisson, Ankara Cankaya
- Park Inn by Radisson, Istanbul Asia Kavacik
- Radisson Blu Bosphorus Hotel, Istanbul
- Radisson Blu Hotel Kayseri
- Radisson Blu Hotel, Ankara
- Radisson Blu Hotel, Diyarbakir
- Radisson Blu Hotel, Istanbul Asia
- Radisson Blu Hotel, Istanbul Ataköy
- Radisson Blu Hotel, Istanbul Pera
- Radisson Blu Hotel, Istanbul Sisli
- Radisson Blu Hotel, Istanbul Tuzla
- Radisson Blu Hotel, Trabzon
- Radisson Blu Residence, Istanbul Batışehir
- Radisson Blu Resort & Spa, Cesme
- Radisson Blu, Ordu

UKRAINE

- Park Inn by Radisson Troyitska Kyiv
- 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 Media City
- Radisson Blu Residence, Dubai Marina
- Radisson Blu Resort, Fujairah
- Radisson Blu Resort, Sharjah

UNITED KINGDOM

- Park Inn by Radisson Aberdeen
- Park Inn by Radisson Belfast
- Park Inn by Radisson Cardiff City Centre
- Park Inn by Radisson Hotel & Conference Centre London Heathrow

- Park Inn by Radisson Glasgow City Centre
- Park Inn by Radisson Manchester City Centre
- Park Inn by Radisson Northampton
- Park Inn by Radisson Palace, Southend-on-Sea
- Park Inn by Radisson Peterborough
- Park Inn by Radisson York
- Park Plaza County Hall London
- Park Plaza Leeds
- Park Plaza London Park Royal
- Park Plaza London Riverbank
- Park Plaza London Waterloo
- Park Plaza Nottingham
- Park Plaza Sherlock Holmes London
- Park Plaza Victoria London
- Park Plaza Westminster Bridge London
- Plaza on the River London
- Radisson Blu Hotel London Stansted Airport
- 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 Waterfront Hotel, Jersey
- Radisson Collection Hotel, Royal Mile Edinburgh

UNITED STATES

- Country Inn & Suites by Radisson Austin-University
- Country Inn & Suites by Radisson Atlanta I-75 So
- Country Inn & Suites by Radisson Bakersfield, CA
- Country Inn & Suites by Radisson Bel Air/Aberdeen
- Country Inn & Suites by Radisson Columbus Air
- Country Inn & Suites by Radisson Fergus Falls, MN
- Country Inn & Suites by Radisson Jackson - Airport
- Country Inn & Suites by Radisson Louisville East
- Country Inn & Suites by Radisson Newark Airport,NJ
- Country Inn & Suites by Radisson Ontario Mills, CA
- Country Inn & Suites by Radisson Port Canaveral

- Country Inn & Suites by Radisson Youngstown West
- Country Inn & Suites by Radisson, Annapolis, MD
- Country Inn & Suites by Radisson, Atl Turner Field
- Country Inn & Suites by Radisson, Belleville, ON
- Country Inn & Suites by Radisson, Biloxi-Ocean
- Country Inn & Suites by Radisson, Bloomington MOA
- Country Inn & Suites by Radisson, Boise West, ID
- Country Inn & Suites by Radisson, Braselton, GA
- Country Inn & Suites by Radisson, Brooklyn Center
- Country Inn & Suites by Radisson, Bryant, AR
- Country Inn & Suites by Radisson, Calgary Airport
- Country Inn & Suites by Radisson, Carlisle, PA
- Country Inn & Suites by Radisson, Cedar Rapids Air
- Country Inn & Suites by Radisson, Chicago O'Hare S
- Country Inn & Suites by Radisson, Chippewa Falls
- Country Inn & Suites by Radisson, Columbus, GA
- Country Inn & Suites by Radisson, Dahlgren, VA
- Country Inn & Suites by Radisson, Eagan, MN
- Country Inn & Suites by Radisson, Florence, SC
- Country Inn & Suites by Radisson, Gainesville, FL
- Country Inn & Suites by Radisson, Hampton, VA
- Country Inn & Suites by Radisson, Harrisburg West
- Country Inn & Suites by Radisson, Ithaca, NY
- Country Inn & Suites by Radisson, Jacksonville, FL
- Country Inn & Suites by Radisson, John Wayne Air
- Country Inn & Suites by Radisson, Lake George, NY
- Country Inn & Suites by Radisson, Lansing, MI
- Country Inn & Suites by Radisson, Lawrenceville
- Country Inn & Suites by Radisson, Lexington Park
- Country Inn & Suites by Radisson, Madison West, WI
- Country Inn & Suites by Radisson, Marion, OH
- Country Inn & Suites by Radisson, Mason City, IA
- Country Inn & Suites By Radisson, McDonough, GA
- Country Inn & Suites by Radisson, Mesa, AZ
- Country Inn & Suites by Radisson, Mount Morris, NY
- Country Inn & Suites by Radisson, Newport News So
- Country Inn & Suites by Radisson, Norcross, GA
- Country Inn & Suites by Radisson, Panama City Bch
- Country Inn & Suites by Radisson, Pensacola, W. FL
- Country Inn & Suites by Radisson, Petersburg, VA
- Country Inn & Suites by Radisson, Prineville, OR
- Country Inn & Suites by Radisson, Regina, Sask

- Country Inn & Suites by Radisson, Rochester S., MN
- Country Inn & Suites by Radisson, San Diego No, CA
- Country Inn & Suites by Radisson, Saraland, AL
- Country Inn & Suites by Radisson, Savannah Gateway
- Country Inn & Suites by Radisson, Seattle-Bothell
- Country Inn & Suites by Radisson, Springfield, OH
- Country Inn & Suites by Radisson, St. Petersburg
- Country Inn & Suites by Radisson, Topeka West, KS
- Country Inn & Suites by Radisson, Winnipeg, MB
- Country Inn & Suites by Radisson, Nashville Airport East
- Country Inn & Suites by Radisson Atlanta Galleria/ Ballpark,
- Radisson Blu Aqua Hotel, Chicago, IL
- Radisson Blu Mall of America, MN
- Radisson Blu Minneapolis Downtown
- Radisson Cincinnati Riverfront
- Radisson Hotel El Paso Airport
- Radisson Hotel Fargo
- Radisson Hotel Fort Worth North-Fossil Creek
- Radisson Hotel La Crosse
- Radisson Hotel Milwaukee West
- Radisson Hotel Nashua
- Radisson Hotel Phoenix Airport, Phoenix, AZ
- Radisson Hotel Providence Airport
- Radisson Hotel Salt Lake City Airport
- Radisson Hotel Santa Maria, CA
- Radisson Hotel Winnipeg Downtown
- Radisson Hotel Yuma
- Radisson on John Deere Commons-Moline, IL
- Radisson Plaza Hotel at Kalamazoo Center, MI
- Radisson Quad City Plaza Hotel, IA
- Radisson RED Minneapolis Downtown
- Radisson Resort at the Port Cape Canaveral
- Radisson Salt Lake City Downtown
- Radisson Suite Hotel Oceanfront, FL
- Radisson Sunnyvale - Silicon Valley
- Treasure Island Radisson Hotel


VIETNAM

- Radisson Blu Resort Cam Ranh

ZAMBIA

- Radisson Blu Hotel, Lusaka

Appendix: UN Sustainable Development Goals



1 NO POVERTY
No poverty
End poverty in all its forms everywhere

HUMAN RIGHTS
COMMUNITY ENGAGEMENT




2 ZERO HUNGER
Zero hunger
End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

FOOD.SHELTER.FUTURE



3 GOOD HEALTH AND WELL-BEING
Good health and well-being
Ensure healthy lives and promote well-being for all at all ages

DIVERSITY, EQUITY AND INCLUSION
FOOD AND BEVERAGE




4 QUALITY EDUCATION
Quality education
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

PEOPLE DEVELOPMENT & TALENT MANAGEMENT




5 GENDER EQUALITY
Gender equality
Achieve gender equality and empower all women and girls

DIVERSITY, EQUITY AND INCLUSION



6 CLEAN WATER AND SANITATION
Clean water and sanitation
Ensure availability and sustainable management of water and sanitation for all

WATER STEWARDSHIP
WASH



7 AFFORDABLE AND CLEAN ENERGY
Affordable and clean energy
Ensure access to affordable, reliable, sustainable and modern energy for all

THINK PLANET ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Industry, innovation and infrastructure
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

GREEN BUILDINGS
THINK PLANET



8 DECENT WORK AND ECONOMIC GROWTH
Decent work and economic growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

EMPLOYMENT & EMPLOYABILITY
PEOPLE DEVELOPMENT & TALENT MANAGEMENT

Appendix: UN Sustainable Development Goals

 <p>10 REDUCED INEQUALITIES Reduced inequalities Reduce inequality within and among countries</p> <p>THINK COMMUNITY DIVERSITY, EQUITY AND INCLUSION</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES Sustainable cities and communities Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>GREEN BUILDINGS SAFETY AND SECURITY TRIC=S FORMULA</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION Responsible consumption and production Ensure sustainable consumption and production patterns</p> <p>RESPONSIBLE SUPPLY CHAIN RESPONSIBLE CONSUMPTION</p>
 <p>13 CLIMATE ACTION Climate action Take urgent action to combat climate change and its impacts</p> <p>THINK PLANET PRINCIPLES CARBON FOOTPRINT & RENEWABLES 100% CARBON NEUTRAL MEETINGS</p>	 <p>14 LIFE BELOW WATER Life below water Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p> <p>WATER STEWARDSHIP</p>	 <p>15 LIFE ON LAND Life on land Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss</p> <p>CARBON FOOTPRINT & RENEWABLES 100% CARBON NEUTRAL MEETINGS</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS Peace, justice and strong institutions Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p>BUSINESS ETHICS COMPLIANCE HUMAN RIGHTS SAFETY & SECURITY</p>	 <p>17 PARTNERSHIPS FOR THE GOALS Partnerships for the goals Strengthen the means of implementation and revitalize the global partnership for sustainable development</p> <p>MEMBERSHIPS SOS CHILDREN'S VILLAGES ECO-LABELLING</p>	

Appendix: Global Compact Compliance

PRINCIPLES OF THE GLOBAL COMPACT	RHG SYSTEMS AND PROCESSES	
HUMAN RIGHTS		
Principles 1: Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> • Living & Leading Responsible Business Training • Team member Handbook 	<ul style="list-style-type: none"> • Supplier Code of Conduct and agreements • Human Rights Policy
Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> • Code of Business Ethics • www.ethics.radissonhotels.com • Policy against the Facilitation of Prostitution 	<ul style="list-style-type: none"> • Supplier Code of Conduct and agreements • Human Rights Policy • Responsible recruitment toolkit
LABOR		
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> • Human Resources Guidelines • Team member Handbook • European Workers Councils 	<ul style="list-style-type: none"> • Supplier Code of Conduct • Employment Principles
Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor.	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics • Supplier Code of Conduct and agreements • Employment Principles 	<ul style="list-style-type: none"> • Human Rights Policy • Responsible recruitment toolkit
Principle 5: Businesses should support the effective abolition of child labor.	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics • Supplier Code of Conduct and agreements 	<ul style="list-style-type: none"> • Employment Principles • Human Rights Policy
Principle 6: Businesses should support the elimination of discrimination in respect to employment and occupation.	<ul style="list-style-type: none"> • Human Resources Guidelines • Team member Handbook • Living & Leading Responsible Business training • Policy on Recruitment and Selection • Transfer Policy 	<ul style="list-style-type: none"> • Policy on Sexual Harassment and Illicit Activities • Social Networking Policy • Supplier Code of Conduct • Employment Principles • Human Rights Policy
ENVIRONMENT		
Principle 7: Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> • Responsible Business & Environment Policy • Radisson Technical Standards 	<ul style="list-style-type: none"> • Environmental reporting and targets
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> • Responsible Business & Environment Policy • Radisson Technical Standards • Think Planet tools 	<ul style="list-style-type: none"> • Living & Leading Responsible Business training • Supplier Code of Conduct
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> • Radisson Technical Standards • Think Planet tools 	<ul style="list-style-type: none"> • Carbon Neutral Meetings • Eco-labeled hotels
ANTI CORRUPTION		
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> • Global Information Security Policy • Code of Business Conduct and Ethics • Anti-bribery training 	<ul style="list-style-type: none"> • Anti-Fraud Policy • Internal Audit • Supplier Code of Conduct and agreements

Appendix: GRI Standard Disclosures Table

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103-3	Evaluation of the management approach	11	
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103-1	Explanation of the material topic and its Boundary	10	
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Appendix: GRI Standard Disclosures Table

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103-1	Explanation of the material topic and its Boundary	10	
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103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	28-29	
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Appendix: Radisson Hotel Group slavery and human trafficking statement 2020

Our aim is to combat and eliminate any form of modern slavery, and to operate hotels free of child exploitation and forced, bonded, or compulsory labor. We apply these principles to our operations and in our supply chain. This is our 5th Human Trafficking Statement.

Previous Slavery and Human Trafficking Statements can be found [here](#).

ORGANIZATIONAL STRUCTURE, OUR BUSINESS AND SUPPLY CHAINS

ABOUT RADISSON HOTEL GROUP

Radisson Hotel Group (RHG) is one of the world's largest hotel groups with nine distinctive hotel brands, and more than 1,500 hotels in operation and under development in 120 countries globally. The Group's overarching brand promise is Every Moment Matters with a signature Yes I Can! service ethos.

The RHG portfolio includes Radisson Collection, Radisson Blu, Radisson, Radisson RED, Radisson Individuals, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, and prizeotel brought together under one commercial umbrella brand Radisson Hotels. It also operates the Radisson Rewards loyalty program for frequent hotel guests.

More than 100,000 team members work at RHG and at the hotels licensed to operate in its systems. RHG has an industry-leading Responsible Business Program and has previously been named one of the World's Most Ethical Companies by the US think-tank Ethisphere nine times.

Radisson Hotel Group is headquartered in Brussels, Belgium.

GOVERNANCE AND RECOGNITION

At RHG, we believe that people are our number-one asset. Our culture plays an important role in our business transformation and in our future business success. RHG acknowledges and respects the principles contained in the United Nations Declaration of Human Rights. They are consistent with our Culture Beliefs and commitment to be a force for good.

RHG endeavors to conduct its business operations in a manner that seeks to promote and enhance human rights within its sphere of influence. This commitment is aligned with, and supported by, our Code of Business Conduct and Ethics and the principles of the United Nations Global Compact. RHG has been a signatory to the Global Compact since 2009.

Our aim is to bring positive benefits to the communities in which we operate through our high-quality services, economic growth and employment opportunities, environmental protection initiatives, and community involvement. Our commitment to ethical excellence is our heartbeat, and we are recognized as a trusted global leader and a Responsible Business.

EMPLOYMENT AND EMPLOYABILITY

In 2020, RHG counted 137 nationalities amongst our team members. Women comprise 41.4% of our team members while 58.6% are men. Of our total workforce, an estimated 12.5% is outsourced labor, mainly in housekeeping and banqueting departments. Collective bargaining agreements cover approx. 1/3 of our team members.

COMMITMENT TO COMBAT MODERN SLAVERY

RHG is committed to combatting modern slavery and human trafficking, educating team members on the issue, and encouraging our partners, stakeholders and the broader business community to take a stand against slavery and human trafficking.

We operate to high standards and advocate socially and environmentally sustainable business practices. Our aim is to combat and eliminate any form of modern slavery and to operate our business without slavery, sexual exploitation, exploiting of children, or forced, bonded, or compulsory labor.

RHG strives to ensure that:

- Every employee has a worker contract
- No employee is forced to work
- No employee is forced to handover government-issued identification, passports, work permits, or bank cards to a third party

- No employee is required to pay any fees in exchange for work
 - No excessive deductions are made from any employee's wages
- These expectations are applied and include the practices of the labor agencies and outsourced labor suppliers that RHG utilizes.

TEAM INVOLVEMENT

Teams across the organization, and from different countries, are involved in our anti-slavery and anti-trafficking initiatives. Strategy and follow-up are coordinated by the corporate Responsible Business department. This team works closely with the Procurement team, and Human Resources, both centrally and in the different geographical areas where we operate.

STRUCTURE OF OUR SUPPLY CHAIN

Our supply chain has three types of supplier categories: local, regional, and corporate. Corporate and regional suppliers are managed by our corporate procurement team, via centralized and regional procurement agreements. These suppliers provide a variety of products and services including staffing, operational supplies and equipment, furniture, fixtures and equipment, food, drinks, amenities, linen, and cleaning supplies. Local suppliers are managed at the hotel level.

POLICIES AND PRINCIPLES

CODE OF BUSINESS ETHICS

Our internal Code of Business Conduct and Ethics contains rules and guidelines and serves as a reminder to all RHG team members of our policies and commitment to do what is right and ethical. The Code applies to every person who works for us, and every one of our companies. It is distributed to all team members.

All team members are trained in the Code of Business Conduct and Ethics, its implications, and reporting processes. The training, part of immersion training for new starters in the group, is mandatory for all team members and includes a reference to the RHG's ethics platform. The Code of Business Conduct and Ethics is conforming with the EU's GDPR regulations and other policies.

HUMAN RIGHTS POLICY AND COMMITMENTS

RHG is committed to maintaining a high standard of business

ethics, honesty and integrity. The key human rights and employment principles are grouped into three documents. Our Human Rights Policy and Human Rights Commitments cover the Group's engagement on issues such as ethical business conduct, protection of children's rights, combating modern slavery and human trafficking, and protection of employee rights.

Our Employment Principles cover the Group's promises to its employees such as non-discrimination, freedom of association, team member well-being, positive working environment, and development of talent from within.

These policy documents are publicly available and complement the Code of Business Conduct and Ethics. They help to clarify the principles we live and work by in our hotels.

SUPPLIER CODE OF CONDUCT

Our Supplier Code of Conduct contains obligations for suppliers and sub-suppliers and the broader business community. It requires them to take a stand against modern slavery and human trafficking. The Supplier Code of Conduct supplements the Code of Business Conduct and Ethics. Its principles represent the minimum standards that RHG expects its suppliers to achieve.

The supplier Code of Conduct prohibits the use of any form of modern slavery, human trafficking, exploitation of children or forced or compulsory labor. All work must be voluntary, and in no case should workers be mandated to relinquish government-issued identification, passports or work permits. Suppliers and sub-suppliers should ensure that the Employer Pays Principle is applied and that workers are not required to pay any recruitment fees or expenses as a condition of receiving work.

The Supplier Code of Conduct is signed by all suppliers at the corporate and regional levels and becomes a part of the supplier agreement, included in the digital repository module for contract management in the procurement system. The Supplier Code of Conduct is conforming with GDPR and other policies. This process is monitored by the corporate procurement team.

Appendix: Radisson Hotel Group slavery and human trafficking statement 2020

Local hotel suppliers are required to follow the RHG Supplier Code of Conduct. However, we do not actively register which suppliers have signed at the local level.

RESPONSIBLE BUSINESS POLICY

Our ambitious and award-winning Responsible Business program dates to 2001. The Responsible Business policy covers compliance with all applicable legislation regarding labor, health and safety, human rights, and the environment. It requires us to operate without slavery, exploitation of people, or forced, bonded, or compulsory labor. The policy strives to follow best practices in each of these areas.

DUE DILIGENCE PROCESSES

AUDITS

Every hotel undergoes an internal audit every second year. Elements of the audit include control of background checks for all positions that handle cash as a part of their role, or other sensitive positions. The background check must be done by an external company.

Other elements are checked including supplier contract approval, work permits for employees from outsourced companies, reference checks on other partners of suppliers, and background checks on outsourced employees in Accounting & Finance, Human Resources, Security, IT, Front Office, and Food and Beverage. An outsourced company cannot sub-contract any activities delivered to the hotel without written approval from RHG. At the start of 2020, 61% of our managed and leased hotels have been audited.

RESPONSIBLE RECRUITMENT

The majority of our hotel team members in EMEA are recruited directly. We estimate that 1/8 of employees are outsourced. We aim to apply responsible practices when recruiting outsourced employees. To mitigate the risk of modern slavery and human trafficking, RHG uses the responsible recruitment framework. The framework for our hotels includes the use of a toolkit, which support our recruitment practices.

RESPONSIBLE RECRUITMENT TOOLKIT

The responsible recruitment toolkit provides guidance on how to prevent modern slavery and details of how to engage with employees using worker interviews, how to increase awareness of modern slavery amongst employees, how to approach a recruitment agency, and what due diligence to conduct.

The toolkit also supports hotel management teams in their efforts to prevent modern slavery, especially with outsourced labor. The toolkit has been rolled out to all geographic areas in Europe, the Middle East, and Africa. A specific training module on how to use the toolkit has been included in the Leading Responsible Business training for all Head of Departments and General Managers.

SELF-ASSESSMENT QUESTIONNAIRE

An element of the toolkit is the hotel self-assessment questionnaire (SAQ). RHG has created this assessment tool with specialized human rights consultancy Verité. The SAQ allows our hotels to identify potential gaps and vulnerabilities in the recruitment processes. The SAQ is designed to gather information on risks of forced labor and human trafficking that hotels may be facing, and ultimately to help hotels and its third-party intermediaries to detect, remediate, and mitigate risks of labor abuse. It assesses the risk of forced labor or human trafficking in the business processes of third-party intermediaries which provide services related to the recruitment, selection, hiring, transportation, training, and management of migrant workers.

MIGRANT WORKER INTERVIEWS

Another element of the toolkit is the migrant worker interviews template. This document provides a set of interview questions to use when conducting targeted migrant and foreign contract worker interviews. This tool is used to help identify possible cases of abuse or recruiter-induced human trafficking.

ETHICS PLATFORM

A cornerstone of our Code of Business Ethics implementation is ethics.radissonhotels.com, a website run by an independent third-party organization. Employees can use this site to find information on our Code of Business Conduct and 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 organization. If this is not possible, the employee can report the issue online. The site is available in eleven languages and can be utilized by all employees, outsourced employees, and agency workers. Of the 53 reports made in in 2020, none involved allegations concerning modern slavery and human trafficking.

SUPPLY CHAIN DUE DILIGENCE

SUPPLY CHAIN VISIBILITY

For RHG to understand and control the business risk to our supply chain, we use a range of tools to increase supplier and supply chain visibility, from contact with supplier to ongoing annual reviews.

RHG has overarching accountability for the standards of our supply chain, the treatment of our team members and the safety of our guests. The products, services, and activities of our suppliers may impact our reputation, affecting our level of trust with other stakeholders. It is imperative that the Group's suppliers follow the Supplier Code of Conduct and request the same from their supply chain, including third-party labor agencies. The Supplier Code of Conduct outlines the minimum standards that suppliers to the Group are expected to achieve.

In addition to compliance with the supplier agreement, we expect our suppliers to comply with the laws and regulations which apply in the countries and jurisdictions where they conduct business or deliver goods and/or services. 100% of corporate suppliers recognized our Supplier Code of Conduct.

TENDERING PROCESS

The first supplier engagement goes through the Request for Information (RFI) tendering process. This allows RHG to evaluate new and potential suppliers during the first phase of the tender process. The RFI contains multiple criteria, including a set of knock out criteria, allowing RHG to evaluate the supplier's financial, environmental, labor and human rights status before signing a contract.

SUPPLIER CONTRACT

RHG is committed to, advancing the United Nations Global Compact's ten universally accepted principles in the areas of human rights, labor rights, environment, and anti-corruption, as well as the 17 Sustainable Development Goals. This is reflected in the Supplier Code of Conduct, which is attached to our standard supplier contract. It refers obligations for suppliers, sub-suppliers and the broader business community including a clause against modern slavery and human trafficking.

SUPPLIER ASSESSMENT

One of the tools RHG uses for supplier assessment is the responsible supplier questionnaire. The questionnaire aligns with the Supplier Code of Conduct and is updated bi-annually. The questionnaire includes a rating tool to identify the supplier's level of risk management and mitigation.

Our standard supplier contract terms include a clause requesting that suppliers complete the responsible supplier questionnaire and provide reasonable evidence of compliance with RHG's Supplier Code of Conduct on request. The provided supplier information is assessed, and non-compliance is discussed with the individual supplier accordingly.

RISK MAPPING ANALYSIS

RHG uses a risk mapping analysis as part of our supplier due diligence to enable us to understand supplier performance. Input from the hospitality risk-rating tool was used for the analysis. The risk rating tool, created by RHG and other members of the Sustainable Hospitality Alliance, allows hotels to obtain a more complete overview of our supplier risk profile. The rating weights various criteria including geographic risk, industry, spend, volume, workforce risk, resources, impact, and likelihood of success. The framework allows RHG to prioritize its focus and to address low-level involvement of risk management with suppliers.

At the start of 2020, the top 50% of our corporate suppliers were included in the risk mapping. The results of the risk mapping exercise allow RHG to have a dialogue on responsible supply chain management with our suppliers. It is used for supplier assessment,

Appendix: Radisson Hotel Group slavery and human trafficking statement 2020

evaluation, and will be a discussion point in annual performance meetings with suppliers.

Initially steps were taken to integrate the risk mapping tool into the corporate procurement IT system allowing capacity building with the existing supplier base. This process is planned to continue in 2021.

VIOLATIONS OF OUR SUPPLIER CODE OF CONDUCT

Suppliers are expected to comply with the standards of the Supplier Code of Conduct and with all applicable laws and regulations. In cases where modern slavery, human trafficking, exploitation of children, or forced and compulsory labor is discovered in the supply chain, it must be reported to RHG without delay. A specific email address is provided for this purpose. The Group encourages any stakeholder with concerns about the Supplier Code of Conduct and its implementation to discuss this directly with the supplier.

If RHG receives such a report, we will ask the supplier to comment. If necessary, we may request the supplier implement an improvement plan to correct the issue. If the supplier does not act or respond to the report or concern and is not willing to work on correcting the issue, they can be subjected to disciplinary action. This can include termination as a supplier, and/or review by local authorities.

However, best practice suggests we try to work with the supplier to improve their practices rather than dropping them. Suppliers are requested to notify their employees, and any sub-contractors who work for RHG, that they may report serious or sensitive concerns, or possible breaches of the Supplier Code of Conduct.

TRAINING

RESPONSIBLE BUSINESS TRAINING

We endeavor to educate and facilitate our team members to make a conscious decision in favor of environmental, ethical, and social issues every day, both in their private and work lives. The Responsible Business training program equips the group's hotels in operation with expertise and skills on an array of topics with

a special emphasis on roles hotels play in tackling modern day exploitation. We train all our team members to recognize the risks of modern slavery, sexual exploitation and human trafficking in our operations. We explain the benefits of strong measures to tackle slavery and human trafficking, as well as the consequences of failing to combat these problems. Training compliance is measured on an ongoing basis.

COMBATTING MODERN SLAVERY TRAINING

As part of the responsible recruitment toolkit, a specific training is used to increase awareness of modern slavery. It provides guidance on due diligence processes. The training includes information on responsible practices and the use of the toolkit and used by Area and Hotel HR teams and recruiters.

CHILD PROTECTION AND ANTI-TRAFFICKING

Protecting victims of human trafficking is imperative to RHG. Through our partnership with ECPAT-USA and as signatory of the Tourism Child Protection Code of Conduct, we take a public stand and work to prevent human trafficking, sexual exploitation and the exploitation of women and children. We ensure all team members are trained in our human trafficking module. This module is part of our mandatory, classroom based, Living Responsible Business training. The module includes various case-based scenarios of forced labor and sex trafficking, training team members to identify suspicious behavior and how to report forced sexual exploitation to police. It encourages discussion amongst participants on what actions to take.

INDUSTRY CAPABILITY BUILDING SUSTAINABLE HOSPITALITY ALLIANCE

RHG believes that the hospitality industry can be a force for good and make a positive contribution to tackle modern slavery and human trafficking. Supporting SDG17, Partnership for the goals RHG is a member of the Sustainable Hospitality Alliance and together we work to address challenges, share our expertise and develop practical solutions to enable the whole industry to operate responsibly and grow sustainably.

Every business, wherever they operate, has a corporate responsibility to respect human rights. As part of the Alliance, we collectively commit to raise awareness of human rights risks, embed human rights into corporate governance, and address risks arising in the labor supply chain and during construction.

Together, we launched the Principles on Forced Labor in 2018 to address human rights risks in the labor supply chain. These state that every worker should have freedom of movement, no worker should pay for a job, and no worker should be indebted or coerced to work. RHG continues as active member in the work group on the development of human rights.

ILO QATAR

Under the guidance of International Labor Organization (ILO), funded by the Government of Qatar, in collaboration with International Human Rights and Business (IHRB), members of Sustainable Hospitality Alliance, including RHG have participated in the hospitality working group in Qatar, building the capacity of the hospitality sector in Qatar to ensure sustainable growth and decent work. RHG is an active participant providing input for guidance tools on due diligence of recruitment practices and by sharing of best practices on specific thematic issues. Learnings from the working group are already applied in the wider scope of our operations.

FUTURE STEPS

The risks of modern slavery and human trafficking in our operations, and in our supply chain, need our constant attention. Because of the growth of our operations, we must continuously monitor and manage our supply chain risk. We will continue to combat modern slavery and human trafficking to minimize and manage risks and develop better ways to increase the visibility of our actions in our operations and supply chain.

Over the coming year we plan to:

- Continue the development of tools on the responsible recruitment framework and to make them available to our hotels. We will continue to conduct risk evaluations of suppliers of outsourced labor.

- Continue to encourage hotel teams to use the Responsible Recruitment toolkit.
- Continue supplier engagement and fully implement evaluations and risk mapping analysis for all corporate suppliers, and all high-risk and high-volume regional suppliers to ensure they are complying with our Responsible Business, Human Rights, and preventing Modern Slavery policies.
- Continue our cooperation with other hospitality industry partners via the Sustainable Hospitality Alliance network and the human rights working group to identify and share best practices and participate in projects.
- Include and update modern slavery elements in our existing manuals, contracts, owner International Management Agreements (IMA), standards of operation, and audits

SIGNED BY THE BOARD

This annual statement for the full financial year 2020 was approved by the Board of Radisson Hospitality AB.



Mingju Ma
Chairman

Appendix: Scope and boundaries of this report

Radisson Hotel Group (RHG) is one of the world's largest hotel groups with nine distinctive hotel brands and more than 1,500 hotels in operation and under development in 120 countries. The RHG brands include Radisson Collection, Radisson Blu, Radisson, Radisson RED, Radisson Individuals, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, and prizeotel.

The 2020 Responsible Business Report describes the most material corporate responsibility and sustainability aspects of the operations of RHG, not the full range of our actions and data. Unless otherwise stated, the information in this report refers to the calendar year 2020.

This report relates to the RHG portfolio worldwide, unless otherwise stated. This includes 1,200+ properties which were in operation on 31 December 2020. For all hotels, including those that were opened or discontinued their operations in 2020, data is only reported for the months they were in operation. RHG 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.

COVID-19

One of our highest priorities is the health, safety, and security of our guests, team members, and business partners. COVID-19 has fundamentally changed the way we work and operate our hotels, and we are adjusting our daily operations to fit within the new normal. In response to the development of the COVID-19 pandemic, RHG continues to follow the latest advice and recommendations from the Center for Disease Control (CDC), World Health Organization (WHO) and the local authorities in the countries we operate in.

Because of the global impact of COVID-19, our business strategy has been constantly evaluated, including regular in-depth reviews of the situation at hand.

Despite the operational impact of the pandemic, our hotels were in operation approximately 80% of the year. The overall business volume reduction has been in line with industry performance. Due to business disruptions caused by the COVID-19 pandemic, the Responsible Business performance of 2020 is irregular. Therefore, the 2019 metrics are more representative of our performance indicators.

Our timelines presented in the annual Responsible Business Report 2019 have been reevaluated in response to the COVID-19 pandemic.

Please note that all photos without social distancing or masks were taken before COVID-19 regulations.

Our business entities

Radisson Hotel Group (RHG) is represented by of Radisson Hospitality, Inc., managing 600-plus hotels in operation in the North-, Central- and South America, and Radisson Hospitality AB, managing 600-plus hotels in operation in Europe, Middle East, Africa and Asia Pacific. Radisson Hospitality AB is headquartered in Brussels, Belgium.

Since 2019, RHG is part of Jin Jiang International. With the acquisition of Radisson Hospitality by Jin Jiang International Co., RHG is part of the number two hotel group in the world in terms of number of rooms. (Source: MKG Ranking 2020). Jin Jiang International Co., Ltd. is a leading travel and hospitality group in the world, headquartered in Shanghai, China.

This report includes Radisson Hospitality AB's 14th annual Responsible Business Report. Specific hotel data of Radisson Hospitality AB is indicated with .

Financial data presented in our Responsible Business Report is derived from audited annual accounts. For all external reporting, currencies have been converted to euros. Radisson Hospitality AB applies the precautionary principle. The Responsible Business Report also fulfils the statutory sustainability reporting requirements in the Swedish Annual Accounts Act (based on the EU Directive 2014/95).

This report has been prepared in accordance with the GRI Standards: Core option, see [page 69](#).

Appendix: Auditors report

AUDITOR'S REPORT ON THE STATUTORY SUSTAINABILITY REPORT

To Radisson Hospitality AB (publ), corporate identity number 556674-0964

RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Board of Directors is responsible for the statutory sustainability report, and that it has been prepared in accordance with the Swedish Annual Accounts Act.

RESPONSIBILITIES OF THE AUDITOR

Our examination of the statutory sustainability report has been conducted in accordance with FAR's auditing standard RevR 12 Auditor's report on the statutory sustainability report. This means that our examination of the statutory sustainability report is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for my opinion.

CONCLUSION

A statutory sustainability report has been prepared.

Stockholm, 26 April 2021
PricewaterhouseCoopers AB

Signed by
Eric Salander
Authorized Public Accountant

Auditor in charge
Erik Bergh
Authorized Public Accountant



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Responsible Business team

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RHG RADISSON
HOTEL GROUP

RADISSON
COLLECTION

Radisson **BLU**

Radisson

RED
Radisson

RADISSON
Individuals.

PARK
PLAZA

park inn
by Radisson

COUNTRY
INN & SUITES
by Radisson

prizeotel

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