



United Nations Global Compact: Communication on Progress 2012



Contents

1	A Message from our President and Chief Executive Officer
2	Carlson Values
3	A History of Responsible Business
4	Section I: Human Rights
6	Section II: Labor
8	Section III: Environment
11	Section IV: Anti-Corruption
12	Section V: Partnerships
22	About This Report

A Message from our President and Chief Executive Officer

July 2012

The United Nations Global Compact is an expression of how we care for each other and our goals for our collective future.

From Minneapolis to Dallas, Paris, Brussels, Singapore, and New Delhi, our people are seeking to live the principles of the Compact in a powerful way.

While we have accomplished much since our last report, we aspire to accomplish more. Our commitment to Responsible Business and to the Principles of the UN Global Compact is very real. We continue to invest in the people and the programs that expand our capacity to act. We are inspired and guided by the Carlson Credo.

The Carlson Credo

Whatever you do, do with Integrity.

Wherever you go, go as a Leader.

Whomever you serve, serve with Caring.

Whenever you dream, dream with your All.

And, never, ever give up.

There is much work to do. Notably, there are too many people for whom the doors of opportunity and employment have not swung open to match their ambitions for a better life.

Carlson is a global business leader and it is our hope that by sharing this report, we can inspire others to act in their own communities. When the principles expressed in the United Nations Global Compact come to life, it reminds us all that tomorrow can be a better place.

A handwritten signature in black ink, appearing to read 'Hubert Joly', with a stylized, flowing script.

Hubert Joly

Carlson Values

Integrity	Employing the highest ethical standards, demonstrating honesty, respect and open communication.
Innovation	Approaching new challenges with diversity of thought, creativity, resourcefulness and agility, and reacting quickly and effectively to provide innovative solutions.
Customer focus	Dedicating ourselves to delivering experiences that delight our customers.
Empowerment	Encouraging our people to take initiative and do what is right.
Accountability	Delivering on our performance commitments and taking responsibility for our actions and our own situation.
Responsibility	Ensuring that our actions deliver returns for our stakeholders while ensuring benefits to our employees, customers, owners, business partners and suppliers, as well as the environment and the communities in which we operate.
C-factor	Daring to be different in a fun and rewarding way.

A History of Responsible Business

By conducting ourselves according to our values, we get great satisfaction while giving our guests and customers the assurance that they've chosen the right partner with whom to do business. Enriching our communities, serving our guests, treading more lightly on the planet, empowering our employees, doing what's right...that's Responsible Business at Carlson.

1989	Introduced our first environmental policy	2009	Attained our first corporate office Green Globe Certification
1991	Initiated support of the Adoption Exchange through Carlson Wagonlit Travel	2009	Began support of the MASSIVEGOOD global healthcare initiative through Carlson Wagonlit Travel
1996	Became a founding member of International Hotels Environment Initiative	2009	Announced support for the Big Brothers-Big Sisters mentoring program
1999	Co-founded the World Childhood Foundation	2009	Received "Best Collaboration Award" from the Ethical Corporation's Responsible Business Awards
2001	Established a Code of Business Conduct and Ethics Policy	2010	Partnered with Share Our Strength through T.G.I. Friday's
2003	Published our first <i>Responsible Business Handbook</i>	2010	Signed the United Nations Global Compact
2003	Celebrated our first annual Responsible Business Action Month	2010	The Rezidor Hotel Group in Europe, Middle East and Africa (EMEA) was recognized by the Ethisphere Institute as one of the World's Most Ethical Companies
2004	Signed the <i>Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism</i>	2010	Marilyn Carlson Nelson awarded the "Business Leader's Award" by the United Nations for the "End Human Trafficking Now" initiative
2004	Engaged our hotels in our first Hotel Environmental Action Month	2011	The Rezidor Hotel Group in Europe, Middle East and Africa (EMEA) was recognized for the second time by the Ethisphere Institute as one of the World's Most Ethical Companies
2004	Received the "Worldwide Hospitality Award for Environmental Protection"	2011	Named one of the "Best Places to Work for LGBT Equality" by The Human Rights Campaign (2006–2011)
2006	Named, for the first time, as one of the "Best Places to Work for LGBT Equality"	2011	The Carlson Rezidor Hotel Group was honored by The Protection Project at John Hopkins University School of Advanced International Studies with the 2011 Human Rights Award
2007	Began support of the Make-A-Wish Foundation through T.G.I Friday's	2011	Named one of two "100 Best Adoption-Friendly Workplaces" hotel and travel companies in America by the Dave Thomas Foundation (2007–2011)
2007	Pioneered the opportunity of carbon offsetting for members of Club Carlson SM	2011	Named one of the "100 Best Companies for Working Mothers" by <i>Working Mother</i> magazine (2001–2004, 2006, 2007, 2009–2011)
2008	Required employees to take part in Responsible Business training	2011	Named one of "The Best Companies for Hourly Workers" by <i>Working Mother</i> magazine
2008	Endorsed a global comprehensive climate change policy		
2008	Initiated the "12 Days of Giving"		

Section I: Human Rights

Guiding Policies and Practices

- Business Conduct and Ethics Policy
- Code of Business Conduct and Ethics
- Supplier Code of Conduct
- Prevention of Discrimination and Harassment Policy
- Living & Leading Responsible Business (Carlson Rezidor Hotel Group)
- End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes (ECPAT) Policy Guidelines and Code of Conduct
- Responsible Business Handbook (Carlson Rezidor Hotel Group)
- Responsible Business Action Month
- Protection of Children and Development of People

Carlson is a global hospitality and travel company headquartered in Minneapolis, Minnesota, U.S.A. In 2012, we decided to go to market and do business with our Brussels-based partner, The Rezidor Hotel Group and create Carlson Rezidor Hotel Group. Carlson Rezidor Hotel Group includes more than 1,300 hotels in operation and development, including Radisson Blu, Radisson® Park Plaza®, Park Inn by Radisson, Country Inns & Suites By CarlsonSM and Hotel Missoni; Carlson Restaurants includes more than 900 T.G.I. Friday's® restaurants; and Carlson has a majority stake in Carlson Wagonlit Travel®, the global leader in business travel management.

Operating in more than 150 countries and territories and with more than 170,000 people working under our brands, we have an important leadership role to play in supporting and respecting human rights. We have established clear policies and programs for the conduct of our employees and suppliers. Our Business Conduct and Ethics Policy and our Code of Business Conduct and Ethics begin with compliance with the laws in the countries in which we operate. The Code and Policy require more than just compliance with laws; they set out the expectations for ethical behavior even when

a violation of the law is not at issue. Our Supplier Code of Conduct asks the same of our suppliers. We ask employees and suppliers to understand the essence and spirit of our policy so that our actions are ethical. In addition, we work to ensure that employees understand our Prevention of Discrimination and Harassment Policy.

Managers from 450 Country Inns & Suites hotels attended one of 12 regional Responsible Business training sessions last year.

At Carlson Rezidor Hotel Group, Americas, we offer Responsible Business training programs, which include Living Responsible Business, designed for hotel employees, and Leading Responsible Business, available for hotel managers. These Responsible Business training programs are designed to introduce the concepts and building blocks of working and managing in a responsible manner. These programs also include training as part of our ongoing commitment to the ECPAT Code of Conduct to protect children against sexual exploitation in Travel and Tourism.

Principle 1:

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

Principle 2:

Businesses should make sure they are not complicit in human rights abuses.

Protection of Children and Development of People

We use many means to protect and enhance human rights, including but not limited to our core business activities, strategic social investment and philanthropy, advocacy and public policy engagement, and partnerships. Carlson co-founded the World Childhood Foundation, which funds projects aimed at improving living conditions for children who live in unsafe situations and gives them a chance for a brighter future. Current projects include art therapy for sexually exploited children, drop-in centers for HIV-positive young people, and summer trips for children living in orphanages.

Responsible Business Action Month and Values Day

Conducting business responsibly is a vibrant part of the Carlson culture and we have a number of ways to talk about our values on a recurring basis. For example, each September, we celebrate Responsible Business Action Month by encouraging employees to get involved in community activities. As part of the month's activities, Carlson celebrated its first, company-wide Values Day where employees took time out of the day to reflect on and discuss the company values, and explore what more they could be doing to bring the values to life for guests, travelers, partners and employees. We believe that by engaging employees in this effort we can produce a positive result around the world.

Carlson

As part of the "Together We Can" Carlson Community Giving Campaign in Minneapolis, at Carlson World Headquarters, employees joined together to build a single family home for Habitat for Humanity. More than 300 employee volunteers donated more than 2,500 hours to construct the Carlson-sponsored build. Employees also raised more than USD 271,500 for the Community Giving

Campaign, made blankets for needy children, conducted a food drive and other activities to benefit the community.

Carlson Rezidor Hotel Group

Last year, more than 75 percent of our hotels in the Asia Pacific region participated through various activities including blood drives, tree plantings and fundraising efforts to benefit World Childhood Foundation and other charities in local communities. Employees of the Radisson Aruba Beach Resort helped beautify their community by participating in a beach clean up day while employees at the Radisson Hotel Flamingos in Mexico City adopted a street. Employees at the Country Inns & Suites in Findlay, Ohio, hosted a chicken dinner to raise money for the World Childhood Foundation, an organization co-founded by Carlson.

Carlson Restaurants

In the U.S., T.G.I. Friday's restaurants recognize Hunger Action Month as part of Responsible Business Action Month. T.G.I. Friday's has partnered with Feeding America, and in 2011 about half of our company-owned restaurants participated by having team members volunteer at local food banks, donated food to a food bank event or hosted a food bank at a restaurant for a Hunger Action Month event. T.G.I. Friday's support resulted in more than 1,200 volunteer hours donated by team members.

Carlson Wagonlit Travel

The vast majority of CWT's 19,000 global employees participated in an event on Values Day. The events varied widely reflecting the national and cultural diversity that make up CWT. Employees took time to review the values in open discussion and make suggestions on the way they are brought to life on a daily basis.

Section II: Labor

Guiding Policies and Practices

- Business Conduct and Ethics Policy
- Supplier Code of Conduct
- Diversity and Inclusion Policy
- Prevention of Discrimination and Harassment Policy
- Living & Leading Responsible Business (Carlson Rezidor Hotel Group)
- End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes (ECPAT) Policy Guidelines and Code of Conduct
- Responsible Business Handbook (Carlson Rezidor Hotel Group)
- Safety and Security
- Employee Engagement and Development

By operating in accordance with local laws and regulations and by adhering to the Carlson Code of Business Conduct and Ethics, as well as to the Carlson Supplier Code of Conduct, we strengthen local communities by providing employment to men and women around the world. Carlson does not participate in or condone practices that breach International Declarations covering these principles. In fact, we believe that our presence can be a powerful and positive influence. Child or forced labor is not acceptable, and we ensure this through training, observing local hiring policies and careful monitoring.

Carlson values and supports diversity in its workforce as a critical element of our success and competitiveness in the global marketplace. We strive to create a culturally rich work environment that mirrors the customers who place their trust in our brands. We are committed to respecting and appreciating each individual's uniqueness, talents, skills, background and experiences, and we reinforce this commitment through our Prevention of Discrimination and Harassment Policy. Carlson is committed to attracting, developing, rewarding and retaining a diverse workforce

and is an equal opportunity employer that respects all facets of diversity, including ethnic origin, gender, age, sexual orientation and work/life experience. Carlson has operated for more than 14 years the Carlson Business Conduct and Ethics Hotline to encourage employees globally to voice concerns about potentially unethical, illegal or questionable business practices.

The Carlson Rezidor Hotel Group has a safety and security program designed to protect guests and employees while maintaining and enhancing guest and employee satisfaction. One of the foundations of the program is Employee Safety. We encourage employees to report dangers or aberrations and take immediate action to prevent injury or damage. We also provide training for Living & Leading Responsible Business, as well as to ensure a deep understanding of the ECPAT Code of Conduct. The website rezidorethics.com was launched in 2008 by Rezidor. This is an independently-managed website that enables Rezidor employees to raise concerns about potential breaches of ethics.

Principle 3:

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

Principle 4:

Businesses should uphold the elimination of all forms of forced and compulsory labor.

Principle 5:

Businesses should uphold the effective abolition of child labor.

Principle 6:

Businesses should uphold the elimination of discrimination in respect of employment and occupation.

T.G.I. Friday's is committed to diversity, inclusion and a safe work environment for its employees. Carlson Restaurants' Open Door Policy provides employees with a safe and anonymous means of addressing any concerns, complaints or violations without fear of repercussion or action. Employees can elevate their concerns via 1-800-FRIDAYS or through an email address provided to team members.

T.G.I. Friday's also believes in supporting Minority and Women Owned Enterprises (MWBEs). In 2011, the company invested seven percent of its total restaurant expenditures for U.S. company-owned units with MWBEs.

T.G.I. Friday's also has its own foundation, Friday's Have A Heart Fund (Have a Heart), which supports team members in need of financial help after experiencing a tragedy such as natural disaster, serious accident, major injury, house fire or unexpected death of a child or spouse. The strength of Have a Heart is our team members. More than 13,000 team members donate to the fund through bi-weekly payroll contributions which account for 65 percent of Have a Heart's annual revenue. In 2011, Have a Heart distributed more than USD 620,000 to team members in need.

As one of Carlson Wagonlit Travel's global six core values for employees, diversity – and by extension, inclusiveness – are central to how CWT and our employees conduct our business every day. This guiding principle includes “fostering respect and a team spirit in the workplace; embracing, and leveraging the multicultural essence of the company and providing equal opportunities to talented individuals.”

For example in the U.S., to ensure diversity and inclusion is a foundational part of CWT's culture; in 2007 the organization established the CWT Diversity and Inclusion Council, composed of more than 20 volunteers representing many levels and functions throughout the organization. The Council is organized into subteams working on a number of initiatives including diversity mentoring, supplier diversity, employee resource groups, internal training and participation in local cultural events.

Section III: Environment

Guiding Policies and Practices

- Business Conduct and Ethics Policy
- Code of Business Conduct and Ethics
- Supplier Code of Conduct
- Living & Leading Responsible Business (Carlson Rezidor Hotel Group)
- Responsible Business Handbook (Carlson Rezidor Hotel Group)

In 2011, we continued to reduce our environmental impact through a wide variety of measures including energy saving programs, partnerships with business partners and waste reductions efforts. Because our business units operate across multiple industries and a wide variety of different locations, our efforts vary widely in accordance with local practice and regulations.

Carlson Wagonlit Travel (CWT) works with clients and travelers to reduce the carbon footprint of travel. As a supplier of business services to other companies, we help our customers address their environmental impacts by making available to them information that can inform their travel decisions and aid in their reduction of their carbon footprint.

Since 2011, CWT is the first (and only) travel provider in the Netherlands that operates on a completely carbon-neutral basis. The company has implemented a range of internal environmental measures and participates in environmental programs that offset the remainder of the company's carbon emissions.

In the U.K., CWT's commitment to sustainability has grown organically. Over the last three years we have introduced an Environmental Management System and achieved ISO 14001 accreditation, been recognized by a

number of organizations, including the U.K. Government's Department of Environment, Food and Rural Affairs for our sustainability performance, and developed a suite of sustainable solutions to assist our clients in achieving their sustainability objectives.

CWT U.K. has once again demonstrated its commitment to responsible business by retaining its category A rating with Achilles Verify, an accreditation which evaluates and monitors sustainable procurement and improving its accreditation score to an average value of 96 percent across categories. In 2010, CWT received the certification, which reduces risk in the supply chain and supports buyer-supplier communities in many industry sectors.

Since September 2011, T.G.I. Friday's power in the U.K. has been certified as 'Green' from renewable sources.

T.G.I. Friday's restaurants across the globe have been focused on reducing environmental impact. In the U.K., we reduced electric and gas consumption on a per guest basis by more than 25 percent over the past three years. We did this by introducing "smart" electric and gas meters, push on/auto off water faucets, low-flow toilets and new generation broilers, refrigerators, freezers and dishwashers.

Principle 7:

Businesses should support a precautionary approach to environmental challenges.

Principle 8:

Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9:

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

In 2009, just four percent of the waste from our U.K. restaurants was recycled and diverted from the landfill. We currently recycle 88 percent of our waste and by the end of 2012, we will have installed enough composting capacity in our system to divert nearly 98 percent of all of our waste from the landfill.

In the U. S., T.G.I. Friday's restaurants have been engaged in a number of environmental initiatives over the years to reduce electricity and water usage and reduce the amount of waste shipped to landfills. From 2010 to 2011, our U.S. company-owned restaurants reduced electricity usage by 1.7 percent. As a result, T.G.I. Friday's is actively reinvigorating its energy management program. More than half of our company-owned restaurants are engaged in a formal recycling program with an outside vendor. This program is yielding positive results and we are looking at ways to expand this program. In 2011, we recycled more than 3.3 million kg of cardboard and over 100,000 kg of aluminum, plastic and other mixed recyclables.

We continue to make improvements in restaurant designs to reduce energy consumption. For example, we improved the efficiency of lighting systems, eliminated high energy-consuming exterior neon lighting, integrated higher efficiency water heaters and HVAC units, and utilized more effective exhaust hood designs in our kitchens.

Through our partnership with EcoLab and the implementation of their APEX Dishwashing System in 2011, our U.S. restaurants reduced the number of racks of dishes washed by five percent resulting in a reduction of 3.3 million gallons of water, 1.7 million kWh of electricity, 106,274 therms of natural gas, 32,188 pounds of waste and 209 total tons of carbon.

We are also partnering with our vendors to reduce our environmental footprint. Performance Food Group (PFG), our largest distributor of food, non-alcoholic beverages, and supplies, has worked with us to reduce the carbon footprint resulting from the distribution of goods to our U.S. restaurants. PFG has taken several steps ranging from reducing diesel fuel consumption to adding new technologies to the company's trucks in order to reduce miles traveled and increase the miles per gallon of the trucks on the road. These actions have saved more than 649,000 diesel gallons per year.

By the end of 2011, PFG replaced approximately 25 percent of its fleet with new tractors that helped achieve an average one mile per gallon increase in fuel economy over their older fleet vehicles. Additionally, since 2006, the company has been working to replace refrigeration units on trailers with advanced units that are more fuel efficient on the road and electric hybrids that can be plugged in when parked.

Working with PFG, we donate food from their distribution centers that we are unable to use. In 2011, this program resulted in more than USD 200,000 in food donations to families in need and avoided sending that food to landfills.

Working with Coca-Cola, T.G.I. Friday's in the U.S. reduced the number of containers carrying the syrup needed for its soft drink machines. In 2011, we eliminated more than 27,000 containers by switching to High Yield Concentrate Syrup. In addition to the packaging reduction, 30 truckloads of deliveries were eliminated from the roads resulting in reduced emissions and fuel usage.

The Carlson Rezidor Hotel Group strives to reduce the energy consumption of our properties by installing energy efficient lighting, motion sensors, and heating, ventilation and air-conditioning (HVAC) controls in existing hotels. These efforts, combined with environmental guidelines for new-builds and major renovations, have led to impressive energy usage performance. Our hotels in Europe, the Middle East and Africa (EMEA) showed leadership in environmental efforts through a number of major initiatives:

- During 2011, we achieved 100 percent LED signage for new hotels and major renovations, 94 percent of our hotel rooms are equipped with energy efficient lighting and 69 percent of public spaces in the hotels have energy efficient lighting.
- In 2011, the hotels maintained their energy performance even with an increase in the total number of guest nights. Guest nights increased seven percent and overall energy usage per guest night decreased by four percent. Water consumption was also reduced, in part due to expanded use of water conserving fixtures and continuous efforts to involve guests in towel and sheet replacement programs.
- Solid waste is generated by many activities in our hotels including food preparation, consumption of pre-packaged items, guest waste and cleaning. We seek to reduce and recycle waste as much as possible and to reduce the waste that goes to landfill or incineration. By the end of 2011, 91 percent of the hotels had a dedicated waste sorting area and 75 percent had waste sorting directly on housekeeping carts resulting in recycling 89 percent of total waste.

Section IV: Anti-Corruption

Carlson Responsible Business Policy & Practice

- Business Conduct and Ethics Policy
- Antitrust and Competitive Practices Policy
- Supplier Code of Ethics
- Internal Audit Charter
- Technical Security Policy
- Responsible Business Handbook (Carlson Rezidor Hotel Group)

We implemented a Code of Business Conduct and Ethics, an Antitrust and Competitive Practices Policy and a Supplier Code of Ethics. These Codes and Policy set forth our legal and ethical standards and keep us working toward a common goal...to behave ethically and in accordance with applicable laws.

Our Code of Business Conduct and Ethics requires employees to comply with applicable laws and regulations where we do business, including but not limited to, competition laws, franchising laws, anti-bribery laws, employee health and safety regulations, labor laws, data protection/privacy laws, government contracting laws, non-discrimination and anti-harassment laws and money-laundering laws.

We have zero tolerance of bribery and any act which would enable corruption of government or governmental officials. Employees must comply with the U.S. Foreign Corrupt Practices Act (FCPA). All persons conducting business on behalf of the company, or for the benefit of the company, must act in a manner consistent with our commitment to doing business with integrity, including by avoiding corruption of any kind. This policy extends to our domestic and foreign operations, including operations conducted by subsidiaries, consultants, agents, advisors,

vendors, intermediaries, or any majority-owned or controlled affiliates, including joint ventures.

No employee shall be involved, directly or indirectly, in making, offering, fulfilling a request for, authorizing, allowing or facilitating the payment of bribes (involving money or anything else of value) to a government official to obtain or retain business for the company or secure any other improper advantage.

As an example of our longstanding commitment to ethical behavior, Carlson has operated globally for more than 14 years the Carlson Business Conduct and Ethics Hotline to encourage employees to voice concerns about potentially unethical, illegal or questionable business practices. Similarly, the website rezidorethics.com was launched in 2008 by Rezidor. This is an independently-managed website that enables Rezidor employees to raise concerns about potential breaches of ethics. Also, T.G.I. Friday's employees can elevate their concerns via 1-800-FRIDAYS or through an email address provided to all team members. Similarly, Carlson Wagonlit Travel employees can report concerns through a CWT hotline.

Principle 10:

Businesses should work against corruption in all its forms, including extortion and bribery.

Section V: Partnerships

We seek out and develop partnerships with non-governmental organizations (NGO); industry groups across our business units and others. Our partnerships together with our strategies to align our business operations with the 10 Principles of the UN Global Compact constitute our efforts to fulfill the development objectives of the United Nations. Through these partnerships, Carlson is able to expand the breadth and depth of our Responsible Business efforts. Our efforts address many of the UN's Millennium Development Goals.

Millennium Development Goal 1: Eradicate extreme poverty and hunger

- More than 170,000 people work under Carlson brands in more than 150 countries and territories around the world. Jobs and the opportunity for stable employment and advancement form the most powerful basis for breaking the cycle of poverty.
- In 2011, T.G.I. Friday's became a partner of Feeding America, a national non-profit that connects food banks across the country and focuses on addressing hunger in the U.S. We donated more than USD 230,000 resulting from fundraising connected to the World Bartender Championships and through our support of Hunger Action Month in September.
- T.G.I. Friday's also initiated a pilot with Food Donation Connect, an organization that administers Harvest Programs designed to reduce food waste and ensure that edible food is being collected and provided to those in need. Our pilot project with nine restaurants in Chicago focused on donating food that could not be used or served at the restaurant but could still be

provided to those in need. The project resulted in more than 2,000 pounds of food being donated between June and September of 2011.

- Carlson employees in Minneapolis raised USD 275,000, and with matching and other donations from Carlson, more than USD 680,000 overall was raised for the United Way in 2011. In addition, employees donated their time on many projects, including preparing food for the homeless and assembling dental health packets for children.

Millennium Development Goal 2: Achieve universal primary education

- Carlson has supported primary education by partnering with Big Brothers Big Sisters of the Greater Twin Cities and KIPP: Stand Academy to launch Beyond School Walls. The initiative matches a company employee with a fifth or sixth grade student to provide one-on-one mentoring. The employees give back to the community by hosting students at their offices and investing in the future of tomorrow's leaders.
- Through a grant from the Carlson Family Foundation, T.G.I. Friday's provided USD 100,000 in funding and partnered with the National Restaurant Association's Education Foundation, ProStart. The program, which reaches more than 90,000 students in 1,700 high schools, gives students a platform to discover new interests and talents to open doors for careers in the culinary arts. Upon completion of this curriculum, students receive the ProStart National Certificate of Achievement and are immediately qualified to seek work in a restaurant.

Millennium Development Goal 3:**Promote gender equality and empower women**

- Through a grant from the Carlson Family Foundation, T.G.I. Friday's donated USD 100,000 over a three-year period to the Women's Foodservice Forum (WFF). WFF is committed to engaging 100,000 women and men to mentor, advocate for and sponsor women in foodservice.
- Carlson Rezidor Hotel Group partnered with BD Imports to supply in-room coffee for Radisson in the Americas. BD Imports, a minority- and woman-owned company, is an importer of green coffee from sustainable sources in coffee-producing countries. Phyllis Johnson, founder and president of BD Imports, works to empower women coffee workers in Africa and Central America through the International Women's Coffee Alliance.
- In 2004, Carlson signed the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism and in 2010, was a founding member of the Business Coalition Against Trafficking.

Millennium Development Goal 4:**Reduce child mortality**

- Carlson is a co-founder of World Childhood Foundation, which is committed to defending the rights of the child and securing better living conditions for children and young women at risk around the world.
- Carlson Rezidor Hotel Group partnered with Clean the World, an organization whose mission is to prevent the millions of deaths caused by hygiene-related illnesses every day by collecting and recycling soap and bottle amenities discarded by the hospitality industry.

Millennium Development Goal 7:**Ensure environmental sustainability (including water)**

- T.G.I. Friday's restaurants in the U. K. recently joined the Sustainable Restaurant Association and are using their audit tools to develop a plan for further improvements in sustainable performance.
- Carlson Wagonlit Travel has a global agreement with The CarbonNeutral Company, the leading carbon offset and climate-consulting firm, to provide emissions management services to CWT clients. CWT enhanced its CWT Sustainable Solutions offering, which now consists of a pre-trip carbon calculator, post-trip emissions management reporting and a range of services designed to reduce carbon dioxide emissions.
- CWT is proud to be an Advisory Committee Member of Global Business Travel Association Project ICARUS – Europe. Project ICARUS is an initiative of the GBTA that researches, educates and promotes sustainability in the business travel and meetings sectors. CWT is the only Travel Management Company (TMC) engaged in Project ICARUS across Europe to facilitate an industry-wide shift to sustainable solutions.
- In November 2011, Carlson Rezidor Hotel Group announced a global partnership with World Cleanup 2012. World Cleanup 2012 is a global campaign which aims to remove illegally dumped garbage in 100 countries and raise awareness worldwide. During World Cleanup 2012, Carlson Rezidor Hotel Group will support and help organize World Cleanup actions.



Business Unit Focus

Corporate

Carlson's World Headquarters earned the U.S. Green Building Council's (USGBC) LEED Silver level certification for Existing Buildings: Operations & Maintenance (LEED EB O&M®) certification. LEED is the nation's preeminent program for the design, construction and operation of high performance green buildings. The building achieved LEED certification for operational best practices and superior environmental performance, including: a perfect score of 48 LEED credit points; an ENERGY STAR score of 87 placing the property in the top 15 percent of all comparable buildings nationwide; implementation of an interior pest management program to reduce toxicity of pesticides; replacement of all high-flow restroom fixtures with water-saving models; ENERGY STAR-rated IT equipment; and sustainable food purchases.

Business Unit Focus

Corporate

The Carlson Executive Team and employees at the Carlson-sponsored Habitat For Humanity single-family home build in Minneapolis. This was part of the “Together We Can” Carlson Community Giving Campaign during Responsible Business Action Month at Carlson World Headquarters. More than 300 employee volunteers donated more than 2,500 hours to construct the home.





Business Unit Focus

Hotels

The Radisson Blu Scandinavia Hotel, Gothenburg, Sweden, installed NetClean, a device that prevents users from accessing or distributing child pornography on the web. One year after the devices were installed, the hotel evaluated and decided to continue its use. The hotel's leadership on this issue has been widely endorsed by Swedish political leaders.



Business Unit Focus

Hotels

The staff of the Park Plaza Sukhumvit in Bangkok raised more than 130,000 baht to help fund materials and construction of a modern toilet facility for the Phukem School in Petchaburi Province, Thailand. As a measure of their commitment, hotel team members also helped build the facility and made it a fun day for the underprivileged children of the community.

The Radisson Blu Aqua Hotel in Chicago joined Responsible Business Action Month in 2011 even before opening for business. The hotel partnered with Kits for Kidz, a program that benefits students in the Chicago Public Schools whose families cannot afford to purchase school supplies. The kits include school supplies and a backpack for the school year. The hotel purchased one kit per staff member with the funds raised.



Business Unit Focus

Hotels

The Radisson Blu Hotel at East Midlands Airport in the U.K. uses a range of low energy technologies to deliver an 87 percent reduction in CO₂ and supply up to 90 percent of the consumed energy using renewable sources.

Since pioneering Responsible Business in the hospitality industry in 1989 with the introduction of its environmental policy in Europe, the Middle East and Africa (EMEA), the Carlson Rezidor Hotel Group has long been recognized as a leader. In January 2012, the Carlson Rezidor Hotel Group launched Think Planet, an ambitious energy-saving initiative to reduce energy consumption 25 percent in our hotels in Europe, the Middle East and Africa by 2016.



Business Unit Focus

Restaurants

Nick Shepherd, (third from right) with the staff of Minnie's Food Pantry, a member of the Feeding America Network. More than 200 team members from the T.G.I. Friday's Support Center have volunteered at Minnie's Food Pantry sorting, stocking and lending a helping hand. Recently, these employees took their commitment to a new level delivering a 24-foot truck purchased by employees that will improve the efficiency and effectiveness of Minnie's.



Business Unit Focus

Travel

In 2011, Carlson Wagonlit Travel decided to shift the focus of its annual client event toward a greater purpose that would create meaningful stakeholder connections. As a result, “Impact on the Gridiron” was born. CWT partnered with Habitat for Humanity to create a “celebration with intention,” that allowed participants to become fully engaged in the cause. The interactive event, which was planned and executed in partnership with *CWT Meetings & Events*, took place at Sports Authority Field in Denver during the Global Business Travel Association’s (GBTA) annual convention last August. Participants had the opportunity to engage with Habitat, make their mark on the home being built by CWT, and interact with the local family who would soon live in the home. CWT’s innovative event later received national recognition by *PR News* magazine’s annual CSR Awards in the Event category. CWT continues to combine a focus on Responsible Business with its GBTA event and in 2012 is supporting Project STEP, a Boston-based charity for musically gifted children from underrepresented Boston communities, during its “Thrive in Retro” event at Boston’s historic Symphony Hall.



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More than 80,000 people worked under Carlson Rezidor Hotel Group brands during 2011. The group counts more than 140 nationalities among the team members in our hotels in more than 80 countries and territories. Experience in different hotels and different countries is an integral part of a hospitality career and we support transfers across hotels. Cultural differences enable us as a host, to cater to the needs of our clientele on an individual basis. Pursuant to the European Union Directive on Works Councils (94/45/EC, the Works Council Directive), The Rezidor Hotel Group in Europe has established the European Works Council, which includes representatives of management and employees. Annual meetings are held and issues such as the company's finances, performance and future ventures are discussed with employee representatives.

About This Report

This report serves as Carlson's Communication on Progress to the United Nations Global Compact. It highlights our Responsible Efforts in support of the Principles of the United Nations Global Compact. For more information about Carlson, please visit www.carlson.com.

About CarlsonSM

Carlson is a global hospitality and travel company headquartered in Minneapolis, Minnesota, U.S.A. Carlson Rezidor Hotel Group includes more than 1,300 hotels in operation and development, including Radisson Blu, Radisson® Park Plaza®, Park Inn by Radisson, Country Inns & Suites By CarlsonSM and Hotel Missoni; more than 900 T.G.I. Friday's® restaurants; and a majority stake in Carlson Wagonlit Travel®, the global leader in business travel management. Carlson operates in more than 150 countries and territories and its brands employ more than 170,000 people. <http://www.carlson.com>

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