

# 2016

## BC HOSPITALITY GROUP RESPONSIBLE HOSPITALITY REPORT



Allan L. Agerholm

## STATEMENT FROM CEO

### GRI 102-14

It is with great pleasure that I present BC Hospitality Group's first Responsible Hospitality Report for all of our business units. I would like to take this opportunity to reiterate our unqualified backing to the United Nations Global Compact's Ten Principles in the areas of Human Rights, Labor, Environment and Anti-Corruption. We are delighted that The United Nations has designated 2017 as the International Year of Sustainable Tourism for Development and as a pioneer in sustainable hospitality, we would like to use this year's extra attention to raise further awareness and address concerns about the environmental and social responsibility in our business field.

2016 has been a record-breaking year for BC Hospitality Group in many ways. Analysis show 1,380,052 visitors to our hotel, conference and events facilities. We have delivered a record turnover and profit in all our three hotels (Crowne Plaza Copenhagen Towers, AC Hotel Bella Sky Copenhagen and Copenhagen Marriott), and have held the largest congress (21,000 persons) and dinner party (10,250 persons) ever at our congress center, Bella Center Copenhagen. These great results are created by our more than 2300 professional and passionate employees, who as One Team ensure that our guests and customers receive brilliant service at all times.

While we are buoyed by these achievements, we know that the social and environmental impact of so many guests also commits us to ensure that sustainability is a core pillar in our corporate strategy. To guide our efforts, we have this year started to implement the new GRI standards in our business, to strengthen our commitment in this area to our key stakeholders and I look forward to consolidate our commitment to sustainable development by the means of this framework even further.

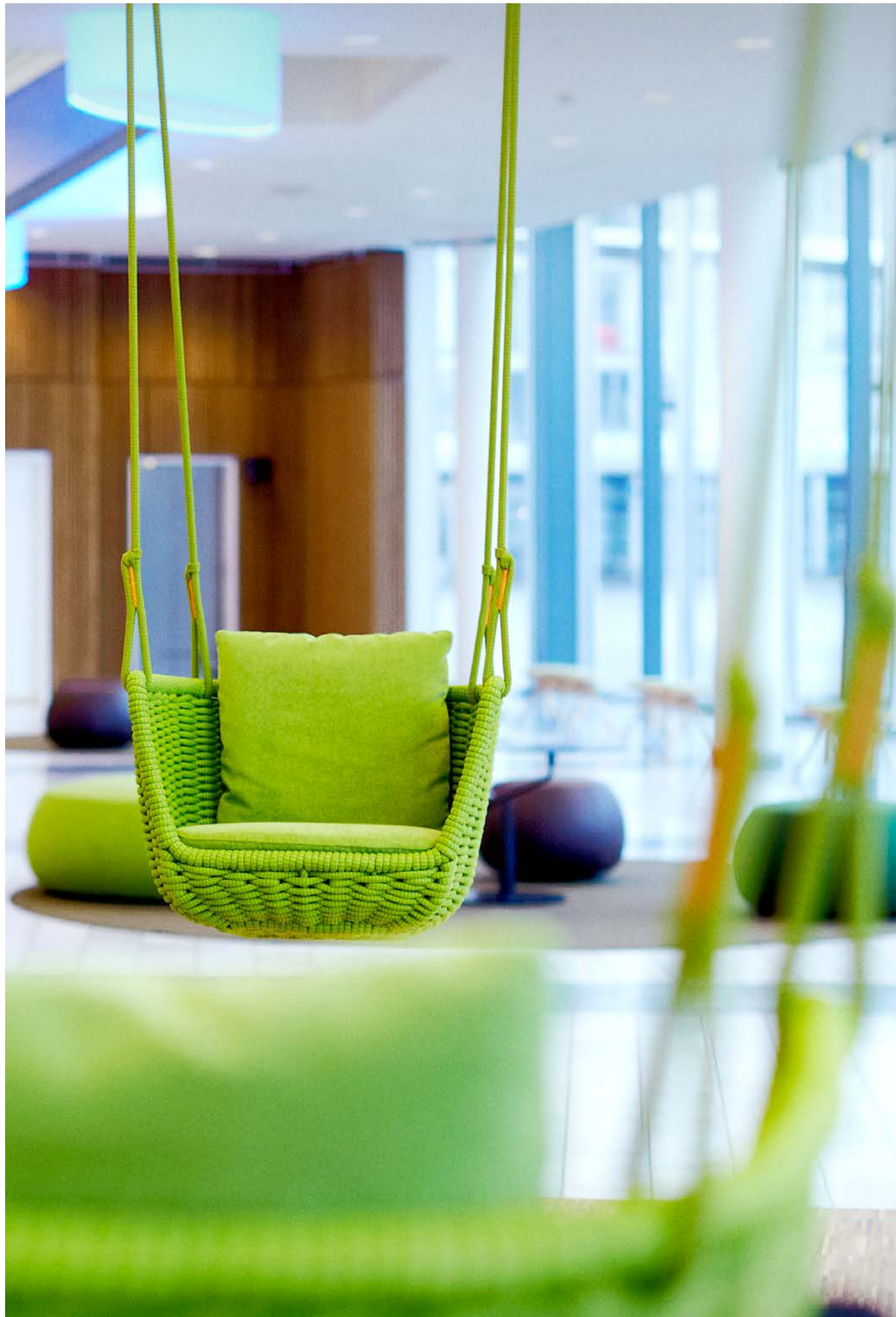
Sincerely,

Allan L. Agerholm,  
Chief Hospitality Officer / CEO









# ABOUT BC HOSPITALITY GROUP

**GRI: 102-2, 102-3, 102-4, 102,6, 102-7, 102-10**

The history of BC Hospitality Group is rooted in Scandinavia's largest congress center, the Bella Center Copenhagen. However, fifty years of solid development marked by innovation, success and growth has resulted in the multidimensional group we know today.

Nowadays, BC Hospitality Group is one of Denmark's leading businesses in the hotel, conference, exhibition, and hospitality industry, catering for a wide range of customers, including amongst others: non-profit organizations, corporate clients, governments, and associations.

Our hotels accommodate corporate, leisure, meetings and congress clients from across the world. The Group employs approximately 600 permanent employees and comprises of:

**Bella Center Copenhagen**, Scandinavia's biggest exhibition and congress center

**Comwell Conference Center Copenhagen**, Denmark's biggest conference center

**AC Hotel Bella Sky Copenhagen**, the largest design hotel in the Nordic region

**Crowne Plaza Copenhagen Towers**, Denmark's leading hotel within sustainability

**Copenhagen Marriott**, Copenhagen's exclusive and noted five-star hotel

**Forum Copenhagen**, Copenhagen's well-known multi-purpose event arena in the heart of the city

**CIFF**, Northern Europe's leading fashion fair

**CIFF Showrooms**, 16,611 sq. m. of permanent leasehold tenancies

**International House**, Bella Center Copenhagen's serviced offices with 93 offices/shops

## **BELLA CENTER COPENHAGEN**

Bella Center Copenhagen is one of the world's most experienced venues for large-scale events. The venue can accommodate up to 21,000 people, making it the biggest congress and exhibition center in Scandinavia. It is equipped with the latest equipment and technology to stage any type of event.

Bella Center Copenhagen is only 10 minutes away from Copenhagen's International Airport and approximately 10 minutes from the city center of Copenhagen.

The congress center hosted the world's first ISO 20121 certified sustainable international political summit, The 2009 United Nations Climate Change Conference (COP15), which was attended by over 33,000 people and was awarded the meeting industry's prestigious IMEX GMIC 'Green Meetings Gold Award'.

The Bella Center Copenhagen building also houses CIFF and CIFF Showrooms, International House, and is adjoined by Comwell Conference Center Copenhagen and AC Hotel Bella Sky Copenhagen. Bella Center Copenhagen is also, where BC Hospitality Group's headquarter is located.

## **COMWELL CONFERENCE CENTER COPENHAGEN**

Bella Center Copenhagen has partnered with Comwell to open Denmark's largest conference center. This ultra-modern and fully renovated conference center combines Comwell's attentiveness, precision, and harmony, with Bella Center Copenhagen's superb location and infrastructure. Our goal is clear: we want to make it easy and efficient to bring people together for memorable events.

As a result, we now offer Denmark's largest conference center with 48 individual meeting rooms for 6-930 people, auditoriums, lobby, lounge areas, coffee stations, service center, and a new Treehouse restaurant accommodating up to 235 guests for lunch, dinner, or parties. The venue's primary customers are Danish companies, from both the private and public sector.





#### AC HOTEL BELLA SKY COPENHAGEN

Next to Bella Center Copenhagen and Comwell Conference Center Copenhagen the AC Hotel Bella Sky Copenhagen is located- a four-star designer hotel with 23 floors, 812 bedrooms, and 30 meeting rooms. The hotel is one of the biggest in Scandinavia, and boasts a Sky Bar on the 23rd floor with panoramic views of the Copenhagen skyline, as well as spa, fitness center, and three restaurants.

AC Hotel Bella Sky Copenhagen's primary customers stay at the hotel while participating in congresses, fairs, and exhibitions at Bella Center Copenhagen. Moreover, primary customers include employees from big corporations, who hold regular meetings at the hotel, crews of airline companies, and airline passengers. Additionally, there are many leisure guests, families and couples, who visit the hotel especially during holidays and weekends

#### CROWNE PLAZA COPENHAGEN TOWERS

Crowne Plaza Copenhagen Towers is Denmark's leading hotel within sustainability and part of the Intercontinental Hotel Group (IHG), as a franchised hotel operated by BC Hospitality Group.

The hotel has 366 rooms spread over 25 floors. Moreover, it has a congress and conference center of 3,500 m<sup>2</sup>, consisting of 18 meeting rooms (with capacity for 5-90 persons) and an assembly meeting hall (with capacity for up to 800 persons).

Crowne Plaza Copenhagen Towers is ideal for both busi-

ness travelers, weekend stays, and mini-breaks, and offers overnight stays and day events, meeting and conference facilities, festivity and holiday stays, family packages, romantic getaways, and ordinary stays. The hotel also rents out office spaces in its new Copenhagen Tower II with access to a wide variety of services and benefits.

In 2016, Crowne Plaza Copenhagen Towers also launched two new features: BARK, a new restaurant, and Orango, the district of Ørestad's new sustainable coffee shop. BARK uses nature as inspiration and everything used and served is selected on the grounds of quality, sustainability, and locality. The meat is grilled over open fire and only seasonal ingredients are used. There is also a selection of domestic and foreign beers and wines of conventional, natural or sustainable kind.

At Orango, the coffee originates from Indonesia, where BC Hospitality Group is participating in a project of building a new sustainable coffee brand, where part of the revenue goes to protecting the population of orangutans in Sumatra.

#### 360° VENUE CATERING

In Autumn of 2014, Crowne Plaza Copenhagen Towers launched a new catering business; 360° Venue Catering. The new catering business is a unique all-in concept within outside venue catering, offering creative and sustainable catering solutions for meetings, receptions, dinners, and parties. And in 2016, 360° Venue Catering was selected as the Food & Beverages provider of the new neighbouring multiarena, Royal Arena, in Copenhagen.

#### COPENHAGEN MARRIOTT HOTEL

The 5-star hotel Copenhagen Marriott is located on Kalvebod Brygge right on the harbourfront in central Copenhagen. It offers 402 rooms, and boasts magnificent views across the city on one side and the harbourfront on the other.

Copenhagen Marriott is particularly well-known for its conference facilities, with a total of 16 rooms of varying sizes. At the hotel, guests are also able to enjoy dinner in the Midtown Grill restaurant, and here too the focus is on using sustainable and local ingredients. Drinks and bar snacks are served at PIER5 Bar & Lounge or on the terrace and the hotel amenities also include an up-to-date fitness center.

Copenhagen Marriott guests are international leisure and business guests who travel the world staying only at Marriott hotels, harnessing the privilege of Marriott Rewards. The hotel also has the capacity to provide perfect accommodation to big groups of both leisure and business guests.

#### FORUM COPENHAGEN

Forum Copenhagen is a multi-purpose arena close to central Copenhagen, which over the years has hosted numerous events of all kinds, including many of the biggest names in music, theatre, and entertainment. Forum is a dream venue for party and event organizers, with ample space for the most imaginative functions - and up to 3,000 dining guests.

With the Metro going directly outside its door, the venue

is also an obvious supplement to large events staged at Bella Center Copenhagen.

#### CIFF & CIFF SHOWROOMS

Copenhagen International Fashion Fair (CIFF) is the leading and most innovative fashion platform in northern Europe, presenting carefully curated areas for premium brands. CIFF is Scandinavia's largest fashion fair, and plays a key part during Copenhagen Fashion Week.

CIFF Showrooms is Scandinavia's largest fashion house for professionals. Here, over 500 leading international and Scandinavian fashion brands have their own showroom, and are able to be an integral part of the biannual fashion fair at Bella Center.

Located at Bella Center Copenhagen, CIFF and CIFF Showrooms/Shoes consist of more than 50,000 m<sup>2</sup> divided on three floors.

#### INTERNATIONAL HOUSE

International House provides newly renovated offices, at a premium location, that adjoin Bella Center Copenhagen. Apart from office spaces, this business unit also offers meeting rooms, mail and package services, free parking, front desk, and other advantages



# STAKEHOLDER ENGAGEMENT

**GRI: 102-40, 102-42, 102-43, 102-12, 102-13**

We primarily define stakeholders, as parties towards whom BC Hospitality Group has a legal, financial, and/or moral responsibility. Stakeholders could also be groups with whom BC Hospitality Group frequently interacts, and/or relevant parties with significant influence and/or decision-making power.

## EMPLOYEES

On a day-to-day basis, we engage with our employees through direct communication, staff-meetings, electronic media, intranet, etc. Our employees and management team also cooperate formally through Works Committees and Health & Safety Committees. Through participation in the Great Place to Work survey and Workplace assessment reviews, we also gain valuable insight into the welfare and needs of our employees.

## CUSTOMERS & GUESTS

We engage on an ongoing basis with our clients and guests through quality reviews, social media profiles, booking and travel websites, directly per e-mail or phone, via Group and brand websites, through loyalty programs, and through daily interaction with our staff and sales representatives.

## SUPPLIERS

Through contractual agreements and our proactive use of Supplier Code of Conduct, we specify the terms of cooperation with BC Hospitality Group. We select our suppliers strategically, based on the principles of Responsible Hospitality, and we collaborate closely through continuous dialogue throughout the year.

## TRADE UNIONS

BC Hospitality Group encourages its employees to elect a trade union representative. The trade union representatives have seats in the Works Committee of BC Hospitality Group by default and thus, are given the opportunity to discuss conditions of the workplace every three months. There are also collective agreements in place, between the Group's trade association and the workers' unions..

## GOVERNMENT AND ADVISORY & CERTIFICATION SERVICES

We continuously strive to engage with government bodies and to take an active stance in debating key policy issues. Thus, BC Hospitality Group is represented in an advisory board to the government focusing on successful integration into the Danish labour market, and an active member of HORESTA -the national Danish trade association for the hotel, restaurant and tourism industry. We regularly engage with audit and certification bodies and follow their guidance concerning best practice for our management systems. Through our Responsible Hospitality report system, we acknowledge our support to multi-stakeholder initiatives such as the UN Global Compact and the Sustainable Development Goals..

## OWNERS & BOARD OF DIRECTORS

We communicate with our owners Solstra Investments A/S and share our performance with the board of directors through a formal reporting and accounting system, board meetings and company briefings, and through our Annual and Responsible Hospitality reports..



## BRANDS

Our hotels are part of international brands. As a result, we have explicit responsibilities towards them, and communicate continuously through our contact points, during status meetings, etc. in order to ensure that we fulfill their overall brand expectations and standards

## COMMUNITY

We take active part in our local community by engaging in sponsorships and dialogue with, for example, local job centers and municipalities in Copenhagen and Roskilde, and liaison with NGOs and other private and public organizations on specific projects.

## BUSINESS ASSOCIATES & NETWORKS

Through dialogue, networking and PR activities, during events, joint partnerships, and participation in associations, we strive to share our know-how and best practices on CSR and sustainability with the outside world. We are an integral part of promoting Copenhagen's local culture and Denmark as a travel destination. As mentioned earlier, we also cooperate with HORESTA, who provides us with relevant market analysis, trends and forecasts, training and guidance on legislation, government policies etc., with relevance to us and to our industry.

We are also part of VFSA (Virksomhedsforum for Socialt Ansvar), whose task is to counsel the Danish Ministry of Employment about the social responsibility of businesses.



# RESPONSIBLE HOSPITALITY

**GRI: 102-16, 102-44, 102-46, 102-47**

At BC Hospitality Group we call our holistic strategic approach to sustainability “Responsible Hospitality”. Our vision is to be pioneers in the hospitality industry, by exploring ways to create shared value through new market opportunities, partnerships and initiatives and optimizing resources used. This goes hand in hand with our promise to deliver superior service experiences.

To us, hospitality is more than just providing the best possible service and delivering the highest possible quality to our guests and customers. It is about taking responsibility for our relationships with others by listening to and responding to our stakeholders, taking responsibility for the impacts of our business on society and the environment, and proactively contributing to positive change wherever possible.

We believe that operating a profitable business and fulfilling our social, environmental and economic responsibility are - and will remain - compatible goals. We choose the most sustainable solution, provided that it makes sense and adds value. To us, it is important to fulfill our promise and to integrate Responsible Hospitality into every element of our work. We therefore aim to

establish the necessary structures, policies, procedures and division of responsibilities to ensure that we act responsibly in economic, social and environmental aspects

We are a member of the UN Global Compact, through which we are committed to operate responsibly and in alignment with the 10 universal principles of sustainability. On top, we are in the process of aligning our Responsible Hospitality goals with the United Nation’s Sustainable Development Goals.

Our efforts are based on ongoing assessments of relevance and our Responsible Hospitality strategy is formed around five key areas in which we wish to make lasting positive contributions. All of the indicators included in this report are considered relevant to BC Hospitality Group. Thus, we have identified potential issues that could result from our activities and assessed how significant they are to our business and to our stakeholders. We account for key topics and concerns, management approaches and we evaluate our current results. The selected indicators are, however, merely presented as a diagram without additional comment in the Appendix.

## RESPONSIBLE HOSPITALITY







# WORKPLACE

**GRI: 103-1, 103-2, 103-3**

Our employees are the foundation of our business and the secret to our success. Hence, we are dedicated to offer a positive, challenging and inspiring work environment with the opportunity to reach full potential through training and job development.

By providing a diverse workplace where everyone is treated fairly and respectfully, we simply want to be an employer of choice. In 2016, we continuously made progress in developing a workplace of great diversity and a company that assists its employees in realizing their full potential through training and career opportunities.

## GOVERNANCE

**GRI: 102-18, 102-7, 102-8, 405-1, 102-41**  
**UNGC: 3, 6**

The governance structure of BC Hospitality Group includes a Board of Directors and an Executive Board. In addition, several specialist committees examine matters falling within their terms of reference, including, amongst others, a BC Academy Advisory Board, as well as Works Committees and Health & Safety Committees at relevant business units.

The governance structure of Crowne Plaza Copenhagen Towers and Copenhagen Marriott also involves a separate Boards of Directors and Executive Boards for each business unit. The Works Committees and Health & Safety Committees are also separate from those at BC Hospitality Group's other business units.

### TOTAL NUMBER OF EMPLOYEES

Due to the seasonal nature of our business, we have large numbers of on-call staff, on which we rely during large events and high season.

### NUMBER OF EMPLOYEES

PERMANENT		ON CALL
618	BC Hospitality Group	1759
290	Bella Center Copenhagen	1489
114	AC Hotel Bella Sky	78
88	Marriott Copenhagen	77
126	Crowne Plaza Copenhagen Towers	115



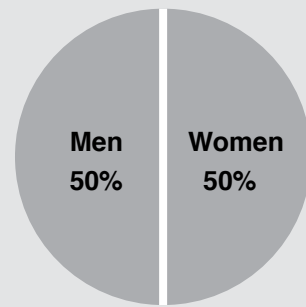
## DIVERSITY OF GOVERNANCE BODIES (GENDER DISTRIBUTION)

BC Hospitality Group aims to have all genders represented, where possible, in all of its departments, committees and management levels.

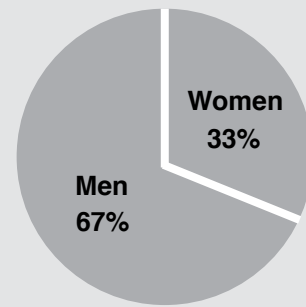
While we do not have equal gender distribution on our boards, we do not find it necessary to account for additional policies, initiatives or results.

### CROWNE PLAZA COPENHAGEN TOWERS

Executive Board:

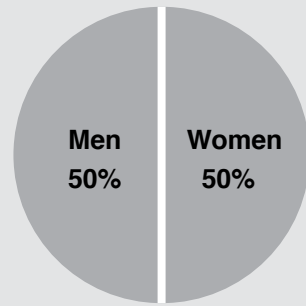


Board of Directors:

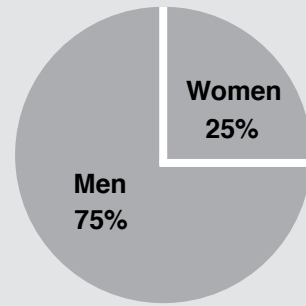


### COPENHAGEN MARRIOTT

Executive Board:

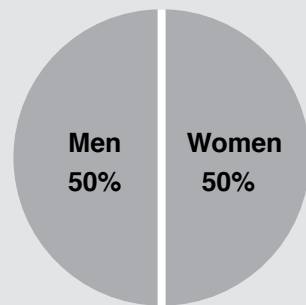


Board of Directors:

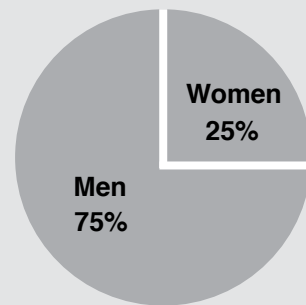


### AC HOTEL BELLA SKY

Executive Board:

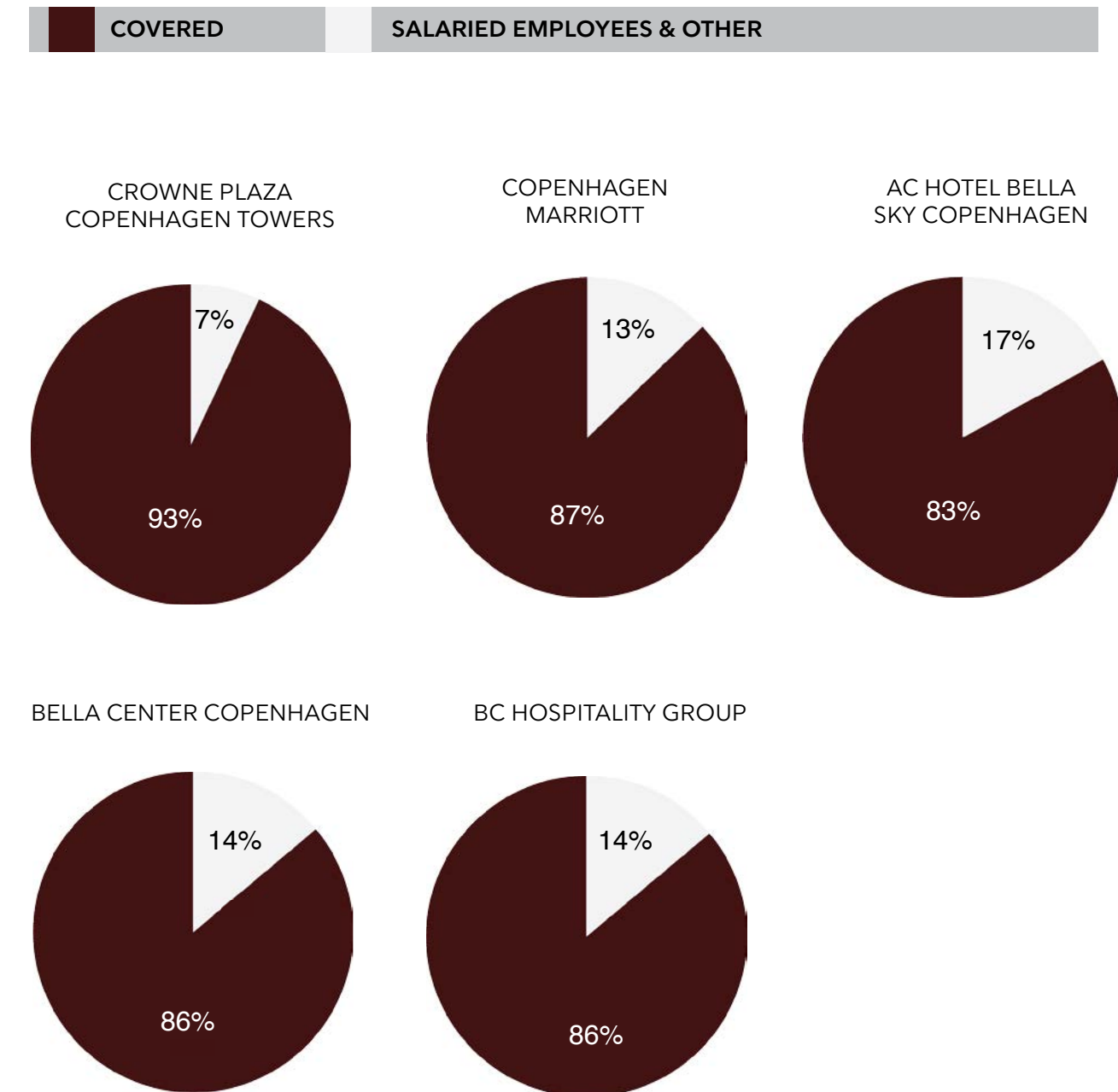


Board of Directors:



## COLLECTIVE AGREEMENTS

The figures below show the percentage of total employees covered by collective agreements and the percentage of salaried employees, by each business unit.



<sup>1</sup> In the calculations for the collective agreements, the Bella Sky Spa is not included. For the employees at Bella Sky Spa there are different agreements in place, where their salary and other conditions are on the same range as the collective agreements.  
<sup>2</sup> October 2015,



## LEARNING & DEVELOPMENT

**GRI: 404-2, 412-2**

**UNGC: 1, 6**

**SDG: 4,8**

### BC ACADEMY

In our annual 'Great Place to Work' employee survey, many of our employees across business units expressed a desire for more learning and development in order to upgrade their skills. Hence, we recently launched the BC Academy, a learning platform for our employees, and a means of improving the professional development opportunities provided by BC Hospitality Group. The Academy's goal is to offer training courses that develop and strengthen our employees' competencies, which is why we now offer courses within internal and external training as well as risk management training.

BC Academy had a great start and received positive feedback from our employees. In 2016, resources were spent on ensuring proper implementation and establishment of BC Academy across all business units within BC Hospitality Group. This has resulted in taking on board new courses and educational partners, in order to ensure the highest degree of professional expertise amongst our employees.

As we have had challenges collecting precise data on training for 2016, the results featured in Appendix do not offer a complete picture of the extent of our employee training, but is rather a presentation of available registrations. In order to provide more concise data for our 2017 report, we plan to implement a more in-depth registration system focused on better documentation and follow-up on results. The overall goal is to have 30% of our permanent employees (approx.189 persons) to complete a course or training module offered in the BC Academy Catalogue in 2017.

### EMPLOYEE TRAINING & HUMAN RIGHTS

BC Hospitality Group's Human Rights Policy is currently presented to all new employees during introduction day as part of our Group's onboarding program with the exception of the Bella Center Copenhagen. It is our goal, however, to launch an introduction day at Bella Center Copenhagen in 2017, including the guidelines of our human rights policy.

Our Group's Human Rights Policy is available in the employee handbook available to all employees and on our website. In 2016, members of the Crowne Plaza Management Team have also completed an e-module training in relation to Human Rights in the hospitality sector and all employees at the venue attended a human rights training session.

We acknowledge that these days, one of the most important human rights issues in the hospitality industry worldwide is human trafficking. It is therefore crucial that our associates are able to recognize and respond to signs of human trafficking, even though we do not consider this a high-risk issue for our specific hotels. Nevertheless, all employees of the AC Hotel Bella Sky Copenhagen and the Copenhagen Marriott must have completed mandatory training on the subject by September 2017.





## DIVERSITY & EQUALITY

**GRI: 405-1**  
**UNGC: 6**  
**SDG: 5, 10**

Diversity and equality is another cornerstone in our Group. The rich diversity of our employees at all business units is something of which we value greatly. BC Hospitality Group is therefore strongly committed to diversity and inclusion across all departments and functions.

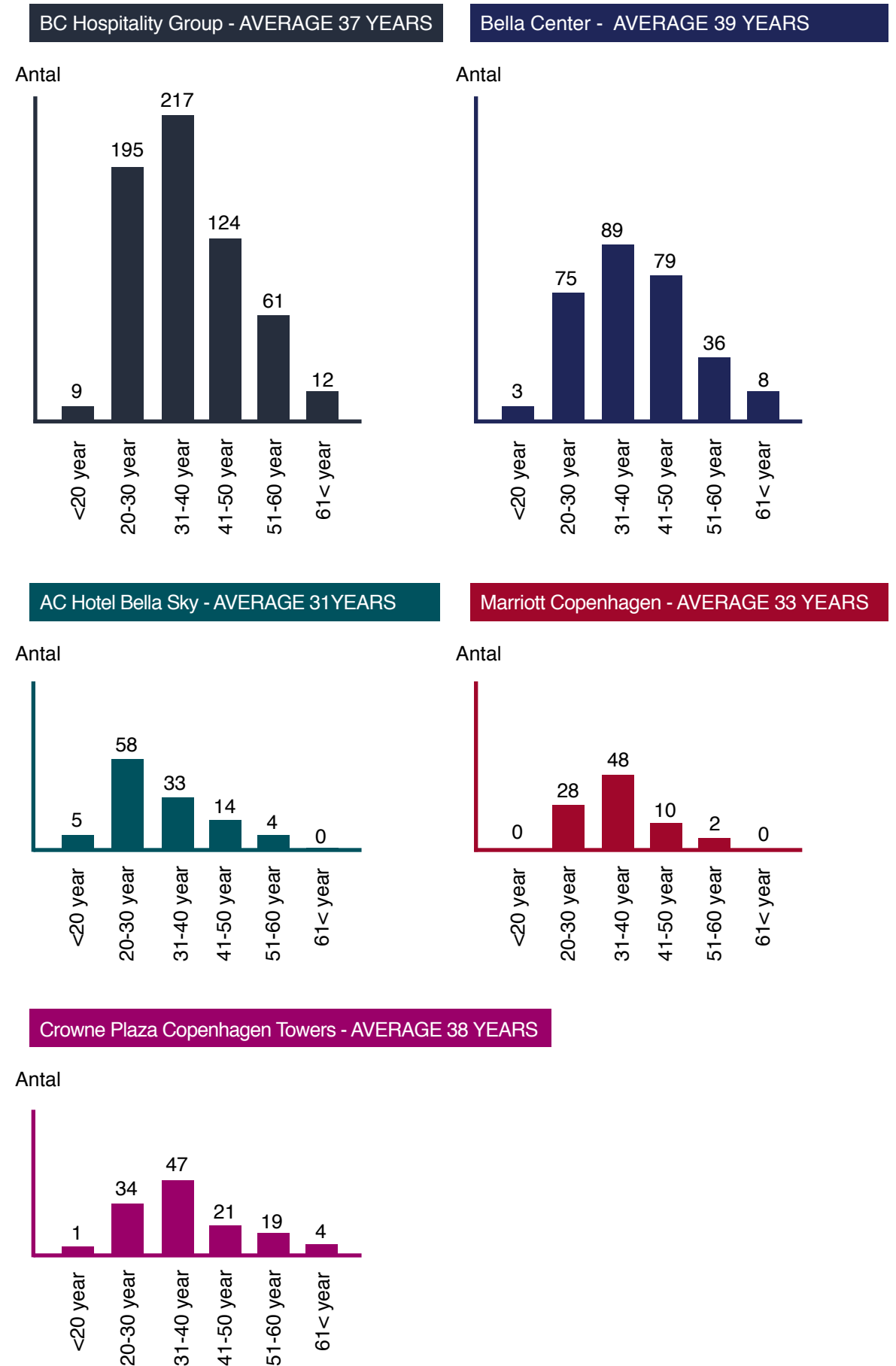
To achieve this it, we strive to create working environments and establish team dynamics in which all individuals fit and everyone feels accepted, valued and contribute.

We recruit and promote individuals based exclusively on their suitability for the job without discriminating on grounds of race, color, ethnic or national origin, gender, sexual orientation, age, religion, marital status, or disability unrelated to the job position.

On 31st December 2016, the Group employed 59 different nationalities amongst our permanent staff and across all business units

“We believe our staff should reflect our guests’ geographical diversity. it enables us to strengthen our understanding of guests’ needs.”  
 Operations Director, Crowne Plaza Copenhagen Towers

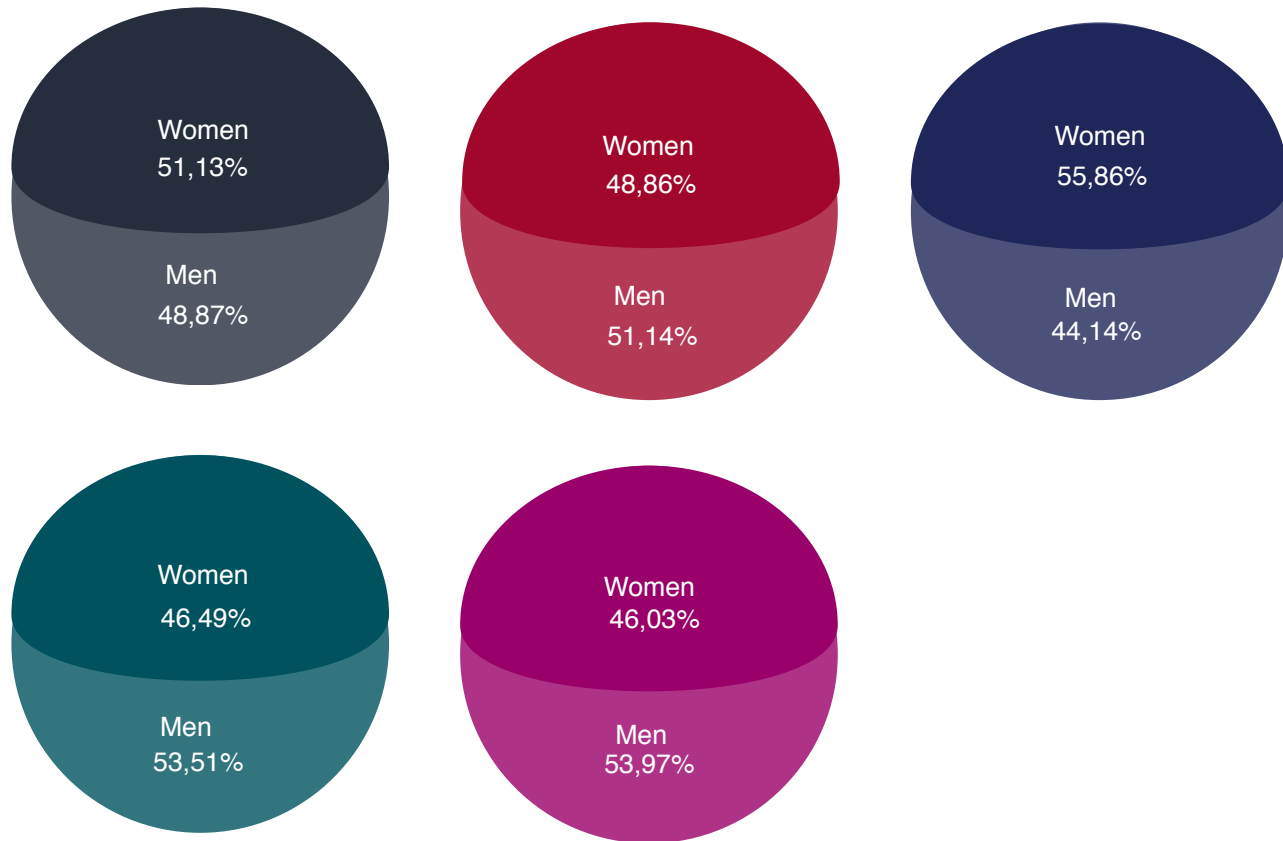
## AGE GROUP





## GENDER DISTRIBUTION

- BC Hospitality Group - 618 employees
- Bella Center Copenhagen - 290 employees
- Marriott Copenhagen - 88 employees
- AC Hotel Bella Sky - 114 employees
- Crowne Plaza Copenhagen Towers - 126 employees



## NATIONALITIES IN %



BC Hospitality Group	
No. of nationalities	59
DK	63,7 %
SE, NO, FI, IS	8,2 %
Øvrige	27,9 %

Bella Center Copenhagen	
No. of nationalities	19
DK	86,9 %
SE, NO, FI, IS	3,4 %
Øvrige	9,6 %

Marriott Copenhagen	
No. of nationalities	30
DK	17 %
SE, NO, FI, IS	19,3 %
Øvrige	63,6 %

AC Hotel Bella Sky	
No. of nationalities	20
DK	72,8 %
SE, NO, FI, IS	6,1 %
Other	21 %

Crowne Plaza Copenhagen Towers	
No. of nationalities	37
DK	34,9 %
SE, NO, FI, IS	13,4 %
Øvrige	51,5 %



## EMPLOYEE WELL-BEING

### GREAT PLACE TO WORK

We are nothing without our passionate and skillful colleagues! Participating in the Great Place to Work program gives us the means to continuously reassess and improve our performance as an employer. One of the key aspects of the program is the annual employee survey. We use the survey insights to continuously improve the welfare of our employees. How we score on the Great Place to Work Trust Index is considered a key KPI for all business units. The goal for 2016 was for the Senior Management Team to rate 80% on the trust index. This goal was met by all units except for Marriott Copenhagen. We are still in the process of formulating a goal for 2017.

Great Place to Work annually publishes a list of Denmark's Top 100 workplaces. In 2016 we are very proud that 2 of our hotels made it among the Top 30 of the list for Medium-Large Companies. Crowne Plaza Copenhagen Towers took 26th place and AC Hotel Bella Sky Copenhagen took 29th place.

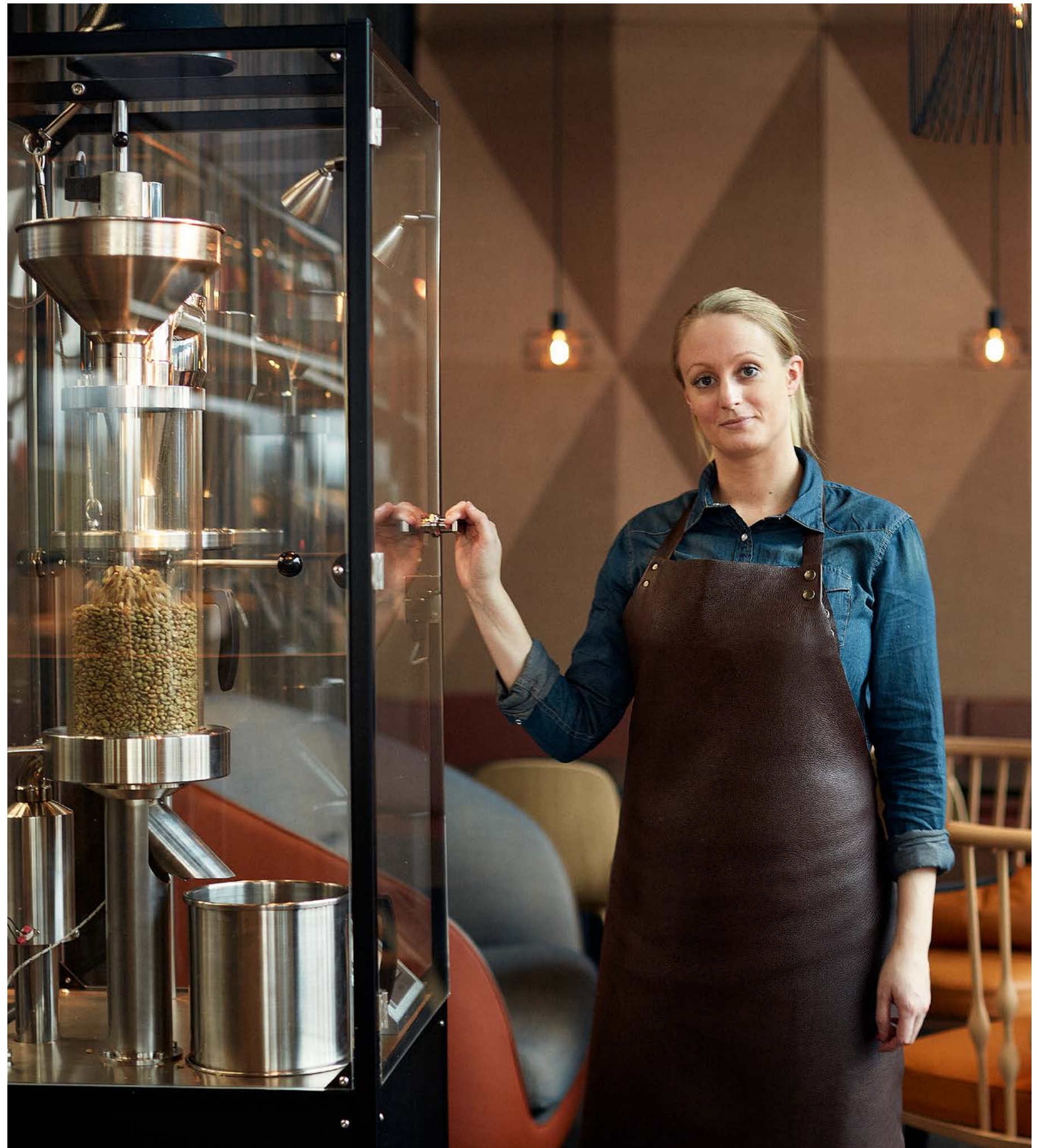
### SOCIAL EVENTS

BC Hospitality Group is not only a workplace, but also a place of fun and motivation, where employees can practice a healthy lifestyle and a company spirit. One of the ways we do this is through organizing social events and activities.

In September 2016, we participated in the DHL Relay Race (DHL Stafetten), an event where more than 3500 private and public organizations can meet and compete for 5 km. 65 runners from BC Hospitality Group participated as One Team.

Before Christmas, every business unit organized our Christmas Café and the After Work Christmas Friday Bar. Here everyone has the chance to celebrate Christmas with his or her colleagues and receive their Christmas present from BC Hospitality Group.

Shortly after the New Year, we hold our annual staff party. The event is held at the Bella Center, where everyone has the chance to mingle, have dinner, and party until late and party until late.





# HEALTH AND SAFETY

**GRI: 103-1, 103-2, 103-3**  
**UNGC: 1**  
**SDG: 3,5**

Health, Safety and Security is a naturally integrated part of the services provided by the BC Hospitality Group and unsurprisingly, a matter of utmost importance. We operate by only the highest standards of health and safety including food

safety systems, hygiene and sanitation standards. In addition, the security and safety for our customers, guests and employees are top priorities and handled accordingly.



## OCCUPATIONAL HEALTH & SAFETY

**GRI: 403-1, 403-2**  
**UNGC: 1**  
**SDG: 3,5**

### HEALTH & SAFETY COMMITTEES

Internally, we regulate occupational Health & Safety topics through our Health & Safety Committees. Each business unit within the BC Hospitality Group has a Health & Safety Committee. Employees at Bella Center Copenhagen and AC Hotel Bella Sky Copenhagen, as well as those in the adjoining business units, belong to one common Health & Safety Committee. The Crowne Plaza Copenhagen Towers and Copenhagen Marriott business unit have their own separate Health & Safety Committees.

The committees consist of representatives from both management and employees, who meet four times a year. The Health & Safety representatives are responsible, along with the Health & Safety Manager, for paying attention to and discussing relevant Health & Safety topics, participate in rounds and inspections of our operations, etc. They are elected by their fellow colleagues and through the committees, we strive to promote regular and active engagement among employees and management on substantial health and safety issues.

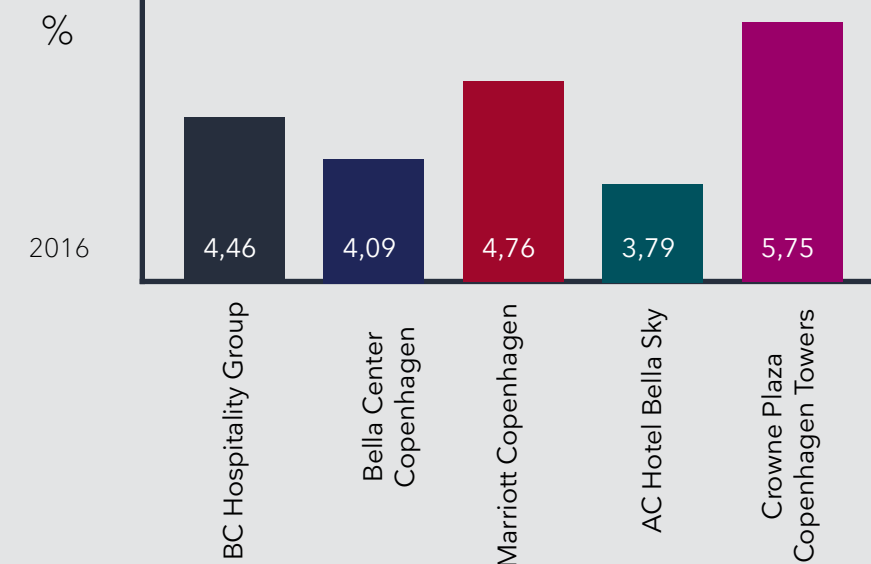
In 2016, we conducted a workplace risk assessment (APV) for all employees which pinpointed some areas with room for improvement such as ergonomics and the need to uphold a high work pace. The Health & Safety Committees of each unit now actively work with the results of the APV survey, implementing action plans and goals for improvement.

### ABSENCE DUE TO SICKNESS

Absence due to sickness has top priority across all our business units. The table »» illustrates the level of absence across all business units in 2016. With assistance from Aon, we conducted an in-depth analysis of our current policies and initiatives in 2016. Based on these results, we are now developing a new health strategy to address gaps and critical issues. The goal for 2017 is to reduce absence due to a sickness rate of 4.1% for BC Hospitality Group..



ABSENCE DUE TO SICKNESS







## SAFETY AND SECURITY

**GRI: 410-1**  
**UNGC: 1**  
**SDG: 3**

### SAFE SPACE

See Something? Do Something! That is the basic, but all-important, foundation of our comprehensive Safe Space Programme. A Group-wide initiative, set up to guarantee a safe and secure environment at every premise for our employees, guests and stakeholders.

Our most important asset to success is our own employees. The Safe Space Programme actively involves all employees in security and safety training, and consequently monitors parameters such as quality and response times.

Through awareness and courses, we cultivate our colleagues' motivation and commitment to prevent undesired incidents and thus we create a safe space for all.

### SECURITY PERSONNEL TRAINING & HUMAN RIGHTS

Education and training is fundamental to our strategy of creating a functional and committed security culture within the Group. All employees receive relevant training through our own Safety & Security Academy.

Through the various courses offered, security personnel become familiar with the concepts of active and passive security measures.

This includes, but is not limited to, training in protocols related to intervention, including law and authorization, conflict understanding and management and confrontation handling.

## PRODUCT SAFETY

**GRI: 416-2, 417-1**  
**UNGC: 1**  
**SDG: 6**

### FOOD SAFETY

The health and safety of our guests and employees are of the utmost importance to us. All of BC Hospitality Group's business units are inspected by the Danish Ministry of Environment and Food on a regular basis and have received exceptional smiley reports. The Danish Smiley Scheme informs customers on how well a company complies with food safety rules and regulations.

In addition to our Smileys, we operate with signs encouraging guests to liaise with our staff with any questions regarding allergenic ingredients added to food.

Our food and beverages are continuously labelled either on the packaging or through signs on the buffet describing the name or main ingredients of the dish/product.

Crowne Plaza Copenhagen Towers, Copenhagen Marriott and AC Hotel Bella Sky have also achieved the Danish Elite-Smiley for receiving only happy smileys during their last four consecutive inspection reports. The Elite-Smiley is awarded to enterprises with a first-class inspection history. Bella Center Copenhagen too is heading towards an Elite-Smiley as it is preparing for its fourth inspection round.



# ENVIRONMENT AND CLIMATE

**GRI: 103-1, 103-2, 103-3**  
**UNGC: 7,8,9**  
**SDG: 7,12, 13**

At BC Hospitality Group we practice environmental stewardship by integrating environmentally friendly solutions wherever it makes sense and adds value. This includes efficient use of energy, water and other natural resources, waste management,

as well as using and promoting sustainable mobility options. We also incorporate environmental considerations, including animal welfare into our operations and procurement decisions..

## KNOWING OUR IMPACT

**GRI: 102-11, 302-4**  
**UNGC: 7,8**  
**SDG: 12, 13**

BC Hospitality Group practices environmental responsibility, by implementing environmentally friendly solutions, where it makes sense. We take a precautionary approach to environmental and social challenges and actively try to minimize the negative impacts that we might have. This is documented through our DS 49001, ISO 14001 and Green Key certifications.

Through our distinct brands, we participate in sustainability tools that help us track and measure our hotels' environmental impact. At Crowne Plaza Copenhagen Towers we use the IHG Green Engage system. At the AC Hotel Bella Sky Copenhagen and Copenhagen Marriott, we use Green Hotels Global.

In 2016, we conducted an extensive energy analysis of the following buildings: Bella Center Copenhagen, AC Hotel Bella Sky Copenhagen, Forum Copenhagen, Copenhagen Marriott, and our transportation vehicles. Based on the analysis, we now have an overview of the overall impact that our buildings and operations cause on the environment. With this valuable information, we are thus able to identify and implement selected initiatives to improve our energy usage.

The analysis showed that our biggest challenge is the lack of an effective energy management system at Bella Center Copenhagen - the unit with the largest negative impact. With the help

of professionals, we will now implement an energy management system during the course of 2017. With a clear diagnose our impact, we are now able to formulate more specific and relevant targets for our future energy impact

### GREEN HOTEL

Crowne Plaza Copenhagen Towers is an international frontrunner when it comes to environmental responsibility. The sustainable ambitions of the building start underground and end 85 meters up in the air. Our Group's sustainable flagship hotel is built with the first ever ground-water-based cooling and heating system in Denmark, and extracts heating and cooling from groundwater, 110 meters below surface.

The uniqueness of this system lies in the water being used for cooling in the Summer and then re-used again for heating during Winter. The system reduces our energy consumption by up to 70% in comparison to similar hotels.

In addition, we operate with one of Northern Europe's largest building-integrated Solar Panel Parks. All sunlit surfaces of the Crowne Plaza Copenhagen Towers are covered in ultra thin and high technology solar panels. The photovoltaic system generates more than 200,000 kWh power on an annual basis - the equivalent of the energy consumption in 55 Danish residential homes.

<sup>7</sup> DS 49001 and ISO 14001 only for Crowne Plaza Copenhagen Towers

<sup>8</sup> Green Key certifications for Crowne Plaza Copenhagen Towers, Copenhagen Marriott, AC Hotel Bella Sky Copenhagen and Bella Center Copenhagen

## ENERGY AND CLIMATE

**GRI: 302-1, 302-3, 302-4**  
**UNGC: 7,8, 9**  
**SDG: 7, 12, 13**

Due to the considerable every-day operations at our hotels and conference, meeting and event units, we have identified a significant additional potential for energy savings, in particular for Bella Center Copenhagen. On the basis of feasible

solutions for energy and heating, identified in our impact analysis of 2016, Bella Center Copenhagen now aims at for a further CO2 reduction of 234 tons.

### TOTAL ENERGY CONSUMPTION BY BUSINESS UNIT - 2016:

2016	Total Electricity	District heating & Cooling	Total Energy
Forum	853.947 kWh	1.044.500 kWh	1.898.447 kWh
Crowne Plaza	2.513.845 kWh	1.080.000 kWh	3.593.845 kWh
Marriott	3.479.010 kWh	4.118.850 kWh	7.597.860 kWh
AC Bella Sky	4.643.009 kWh	12.733.890 kWh	17.376.899 kWh
Bella Center	14.321.121 kWh	12.733.890 kWh	27.055.011 kWh
BCHG	25.810.932 kWh	22.124.240 kWh	47.935.172 kWh

### ENERGY INTENSITY ACROSS HOTELS (ENERGY CONSUMPTION PER GUEST NIGHT):

	2016
Crowne Plaza Copenhagen Towers	25 kWh / PGN
Copenhagen Marriott	43 kWh / PGN
AC Hotel Bella Sky Copenhagen	58 kWh / PGN

In 2016, approximately 2500 light bulbs were changed to LED. Consequently, Bella Center Copenhagen has been able to make this transition for approximately one third of its light bulbs. In 2017, we plan to change another 2500 bulbs.

Overall, we expect to have changed all light sources in public areas to LED by 2020, i.e. approximately 90% of the venue's total light sources.

**IHG Green Engage™ system**  
 Crowne Plaza Copenhagen Towers, as a franchised hotel of IHG, also participates in IHG's Green Engage™ system. This system allows Crowne Plaza Copenhagen Towers to measure energy, carbon, water, and waste, and to use

actual data to provide customized environmental performance benchmarking, taking into account hotel location, brand, and outfitting too. Crowne Plaza Copenhagen Towers has achieved Level 4 certification, the highest level in the Green Engage platform.



## RESOURCE MATERIALS USED

**GRI: 301-1**  
**UNGC: 8**  
**SDG: 12**

Being Scandinavia's largest exhibition and congress center, Bella Center Copenhagen, make use of a wide range of materials depending on the type of event staged. As the venue only provides support services to its clients' events, we do not possess a full overview of the weight or volume of materials used. However, we recognize our influential role and we have identified a range of materials where we are able to give advice and be instrumental in the consumption of materials at events.

Hence, in 2016, Bella Center Copenhagen used 214.521,6 m2 of carpet at events, as well as 118.000 meters of steel wires. In 2017, our aim is to strengthen our efforts further to get an even better overview of the variety of materials used at for exhibitions, congresses, etc..

### MINIMIZING FOOD WASTE

At BC Hospitality Group, we are constantly looking for ways to reduce our food waste. It is imperative that we are able to plan and manage our food preparation in order to avoid a surplus of food, and we continuously work at improving this area via internal audits, education and awareness campaigns.

## BIODIVERSITY

**GRI: 304-1**  
**UNGC: 8**  
**SDG: 15**

AC Hotel Bella Sky Copenhagen, Bella Center Copenhagen, Comwell Conference Center Copenhagen, International House and ClIFF/ClIFF Showrooms are located adjacent to Amager Fælled (Amager Common)- a nature reserve with a variety of nature, and a rich bird life with many of its species listed nationally and internationally for preservation.

BC Hospitality Group's operations do not have a negative impact on Amager Fælled or its biodiversity. On the contrary, by hosting up to a million urban bees with our local partner Bybi in at the AC Hotel Bella Sky Copenhagen and Bella Center Copenhagen, we contribute positively to

Already, we run several initiatives on food waste. For example, employees at Bella Center Copenhagen are able to buy take-away boxes of prepared food at reduced prices. All units also work with organizations and shelters in the local community to ensure that food scraps from large events, are passed on to e.g. the homeless and others in need of a nutritional meal.

### TOO GOOD TO GO

Orango Coffee at Crowne Plaza Copenhagen Towers is another pioneer example of what the Group hopes to accomplish within food waste. At our popular coffee shop in the district of Ørestad, we have joined forces with the organization Too Good to Go, an environmental social enterprise dedicated to reducing food waste.

By using the Too Good To Go app, customers can buy leftover food/meals at reduced prices and customers who buy a Magic Bag through the app are able to collect their food boxes at closing hour.

ensure continued biodiversity at Amager Fælled and the city of Copenhagen.

The green surroundings in the area provides ample nectar for the Bybi bees, and the natural honey produced is without pesticides, antibiotics and other chemicals.

The Bybi initiative is a social enterprise that renting out beehives to businesses across Copenhagen with the aim to create a greener city and produce honey inspired by the diverse neighborhoods of the city. The organization also seeks to create opportunities for asylum seekers, the long-term unemployed, and the homeless by offering employment as beekeepers.





# MARKETPLACE

At BC Hospitality Group we are passionate about delivering high quality services and products that always have our clients front and center. To ensure

continuous improvements we actively engage with our customers, guests and business partners to adjust and perfect our practices

## SUPPLY CHAIN AND SOURCING

**GRI: 103-1, 103-2, 103-3, 204-1, 308-1, 407-1, 408-1, 409-1, 414-1**

**UNGC: 8**

**SDG: 8, 12, 17**

BC Hospitality Group requires all our material/main suppliers to accept and sign the criteria specified in our Supplier Code of Conduct. These concern topics such as human rights, labour rights, environment, anti-corruption and other industry specific standards. Although our ethical standards are stated in our Supplier Code of Conduct, it is our continuous dialogue with our suppliers that make out the cornerstone of our procurement practices.

Through dialogue, we are able to identify potential negative impacts in the supply chain and work with our supplier to adjust practices accordingly.

Our rationale for supplier selection is supported by additional principles for sourcing sustainably, as each product has a unique impact on the environment and society. First and foremost, we always prioritize local sourcing, defined as a local range of maximum 300 km from our location, and while the majority of our suppliers are indeed local, we do not have sufficient data to support this matter in this report.

We also prioritize seasonal raw materials, take into account food miles for relevant products, and focus on sourcing sustainable seafood, which is not on the WWF 'Red list'.

### ANIMAL WELFARE

Animal welfare is another key element. The following table outlines the percentage of meat (by volume) out of our total meat purchases, acquired from suppliers focusing on animal welfare:

### Animal welfare

- Percentage of meat purchased:

<b>Crowne Plaza Copenhagen Towers</b>	49%
<b>Copenhagen Marriott</b>	38%
<b>AC Hotel Bella Sky Copenhagen</b>	48%
<b>Bella Center Copenhagen</b>	36%
<b>BC Hospitality Group</b>	42%

### ORGANIC

We also strive to purchase organic food and beverages wherever possible. The table below outlines the percentage cost used on organic products out of total purchasing from for our main supplier Hørkram:

### Organic food and beverage

- percentage of total:

<b>Crowne Plaza Copenhagen Towers</b>	27%
<b>Copenhagen Marriott</b>	12%
<b>AC Hotel Bella Sky Copenhagen</b>	22%
<b>Bella Center Copenhagen</b>	14%
<b>BC Hospitality Group</b>	18%

<sup>9</sup> This includes the following suppliers: Nordic Beef Hadsund, Grambogård and Hopballe Mølle



### DOING BUSINESS WITH US

We make every effort to operate by incredibly high standards and expect the same from those we pool resources with. At BC Hospitality Group, we strongly believe that running a profitable business should coexist with our social and environmental ambitions. Consequently, we need our suppliers to share the same set of values and our commitment to sustainability. Our Supplier Code of Conduct, lists a set of requirements, principles and practices to promote ethical work practices, safe working conditions in the supply chain, respectful treatment of people and environmentally responsible practices.

We continuously strive to work according to our code of conduct and to develop strategic relationships that add value, and so we always encourage our suppliers to rise above these requirements. Any supplier wishing to do business with us needs to comply with our standards, which are based on the 10 principles of the UN Global Compact. Simple as that.

### SUSTAINABILITY THAT COUNTS

A key part of Responsible Hospitality is striving to find products for our guests that are not only excellent quality, but come from a sustainable source whenever possible. We approach our journey of sustainability holistically, with all the multifaceted issues and complexity this involves.

In sourcing our raw materials, for example, we not only prioritize organic products, but local and seasonal products as well.

As mentioned, animal welfare is high on our list of priorities too. Our meat comes from the organic producers at Grambogård and Nordjysk Naturkød, who respect and offer quality care to the animals, throughout their life and after.

In our search for a better and more sustainable coffee, we discovered the Orang Utan Coffee Project. Orang Utan Coffee is a premium blend that combines doing great things for both taste buds and the endangered wildlife in Sumatra, and the coffee is now implemented at all of the Group's business units.

In exchange for sustainable farming methods, local coffee farmers receives a premium of €0.5 for every kg of green bean coffee. The same premium is donated to the Sumatran Orangutan Conservation Program.





## COMMUNITY ENGAGEMENT

We have a close relationship with our local community and work actively to make a positive difference in Copenhagen.

We provide venues and facilities that bring people together; we offer opportunities for people outside the job market gain new skills and find employment; and we support education and research by providing apprenticeships and trainee positions.

In 2016, we focused our efforts towards creating jobs and opportunities for marginalized groups of people and enhancing our partnerships with local municipalities, non-governmental organizations, and charities.



## JOB CREATION AND TRAINING

**GRI: 102-8, 103-1, 103-2, 103-3, 413-1**

**UNGC: 1, 6**

**SDG: 4, 10, 17**

An essential part of BC Hospitality Group's community engagement, is working with interns in various forms. Interns do not replace support staff or conduct strictly support functions. Interns are either current or prospective students enrolled in educational institutions, or people on unemployment benefits. We also accept

vocational interns, as part of their education. Vocational interns are, however, considered as employees, and are salaried and covered by collective agreements. All interns are accepted for a predetermined period of time and the approach is seen as a fruitful channel for recruiting new and engaged employees.

	Student interns	Interns Job-Center	Vocational Interns
Crowne Plaza Copenhagen Towers	4	24	12
Copenhagen Marriott	7	8	2
AC Hotel Bella Sky Copenhagen	1	3	24
Bella Center Copenhagen	13	29	3
BC Hospitality Group	25	64	41

### THE BC HOSPITALITY GROUP JOB SCHOOL PROGRAM

As a major employer in Copenhagen, we also have a duty of ensuring future availability of skilled workforce and supporting diversity in the workplace.

In October 2016, we launched the BC Hospitality Job School program for 30 newly arrived refugees in cooperation with Roskilde Municipality. The training program offered refugees a 3-month internship in areas such as Food and Beverage, Facility Services and Technical Services. Participants also received training in the Danish language and culture as well as Danish workplace conditions on site at Bella Center Copenhagen. In addition, we ensured that the qualifications were upgraded where needed, for example through a Certificate Hygiene Course.

During the course of the program, representatives from the Municipality of Roskilde were present on-site at all times, in order to provide support in case an issue arises.

Most importantly, the program offered a marginalized group of people the opportunity to be part of a workplace to achieve professional insight and routine, to start education or find employment - within BC Hospitality Group or another company in the hospitality industry.

As a service organization, we firmly believe that diversity in the workplace is a strength that we greatly benefit from. In the process of training the new interns at the Job School, we hope our permanent staff members will also gain valuable experience from this cultural exchange.

In 2017, we plan to continue with the Job-School program and to create more jobs and opportunities for marginalized groups in our local community.

### BIG PACKING DAY

In 2016, BC Hospitality Group had the pleasure of supporting the Christmas Help (Julehjælp) program driven by the Danish Salvation Army. The Christmas-help program aims to support vulnerable families in Denmark who cannot afford to have the same Christmas as their peers.

This year, the program offered the families food, a gift voucher for a Christmas meal, candles, children's toys, amongst other things. Before the gifts were handed out to the families in need, Bella Center Copenhagen offered a space to store all the goods donated.

Our employees volunteered to help pack more than 3500 bags, just in time for Christmas. Ms. Mai Mercado - the Danish Minister of Children and Social Affairs - also joined the effort.

### LITTLE BIG HELP AT COPENHAGEN MARRIOTT

In 2016, Copenhagen Marriott, once again sponsored and hosted the LittleBigHelp charity event.

LittleBigHelp is an organization that helps underprivileged children and women in India, to secure their basic human rights, such as education, medical care, shelter, and nutrition.

The aim of this event was to raise funds for Lit-

tleBigHelp's work in India. In 2016, the goal was to overcome 2015's milestone of gathering 1.1 million Danish kroner which will go towards LittleBigHelp's 6 important projects. In the event, companies were able to give a donation by participating in an auction.

LittleBigHelp gathered a record sum of 1.4 million Danish kroner.

### SERVING OUR COMMUNITY

In 2016, the Works Committee of Copenhagen Marriott also mobilized the employees to give their help to those in need during wintertime. Hence, the staff at the hotel got together on selected dates for four consecutive weeks and served hot soup, coffee, and bread to the homeless community in Copenhagen.



# APPENDIX

## RESPONSIBLE HOSPITALITY POLICIES

### HUMAN RIGHTS POLICY

- We will support and respect the protection of internationally proclaimed human rights - in particular those of our employees, our business partners and within our local community.
- We will strive to not be complicit in human rights abuses and require our suppliers to do the same.
- We will ensure a healthy and safe environment for all in our hotels and venues.
- We will promote diversity in the workplace and will not tolerate any kind of discrimination.
- We will respect our employees' rights to voluntary freedom of association and recognize their right to collective bargaining.
- We will support employees with training and opportunities for promotion to help them reach their potential and maximize their contribution to our company.
- We will recruit, employ and promote employees on the basis of objective criteria, their qualifications and abilities required for the job to be performed.
- We will provide several channels for complaints to ensure any concerns are efficiently addressed.

### ENVIRONMENTAL POLICY

- We will continue to improve our environmental performance and we will implement environmentally friendly solutions, wherever it makes economic and environmental sense without compromising the experience of quality and comfort at our hotels and venues.
- We will make the most efficient use of resources as energy, water and other natural resources, promoting conservation and savings wherever possible and practical.
- We will incorporate environmental considerations, including animal welfare into our actions and procurement decisions.
- We will raise awareness of environmental matters among our employees and stakeholders.
- We will optimize our waste reduction through reusing materials where possible, recycling and limiting our use of hazardous materials where alternatives are available, economical and suitable.
- We will monitor, record and benchmark our environmental performance on a periodic basis.

### BUSINESS INTEGRITY POLICY

- We conduct our operations in accordance with the principles of fair competition and will abide by applicable laws and regulations.
- We will in all dealings with business partners, seek to preserve the highest standards of integrity, objectivity, fairness, efficiency, courtesy and professionalism and encourage them to set similar standards.
- We will adopt a zero-tolerance approach with respect to corruption, extortion and bribery.
- We will not accept any personal gifts, gratuities, premiums or other incentives when choosing suppliers. We prefer incentives expressed in acceptable business terms, e.g., quality, service and price.
- We will only purchase goods and services, which supports the purposes of business for BC Hospitality Group.
- We will aim to ensure that the best value for money is obtained and that its resources are being used to the greatest benefit.
- We will work towards a system of ensuring that our suppliers and business partners are environmentally responsible, are not complicit in violations of any human or labour rights and do not participate in or permit corruption in all of its form.



## INFORMATION ON EMPLOYEES, WORKERS AND GOVERNANCE BODIES

### GRI: 102-8, 401-1

An essential part of BC Hospitality Group's community engagement, is working with interns in various forms. Interns do not replace support staff or conduct strictly support functions. Interns are either current or prospective students enrolled in educational institutions, or people on unemployment benefits. We also accept vocational interns, as part of their education.

Vocational interns are, however, considered as employees, and are salaried and covered by collective agreements. All interns are accepted for a predetermined period of time and the approach is seen as a fruitful channel for recruiting new and engaged employees.

### TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE (FULL-TIME AND PART-TIME), BY GENDER.<sup>10</sup>

	Part-Time Women	Part-Time Men	Full-Time Women	Full-Time Men
<b>Crowne Plaza Copenhagen Towers</b>	23	11	35	57
<b>Copenhagen Marriott</b>	4	1	39	44
<b>AC Hotel Bella Sky Copenhagen</b>	9	2	44	59
<b>Bella Center Copenhagen</b>	14	4	148	124
<b>BC Hospitality Group</b>	50	18	266	284

### NEW EMPLOYEE HIRES

The tables below have been compiled taking employee seniority into account. Many employees are recruited internally - moving from one business unit to another, and thus count as new hires. Nevertheless, they do bring their seniority from within BC Hospitality Group.

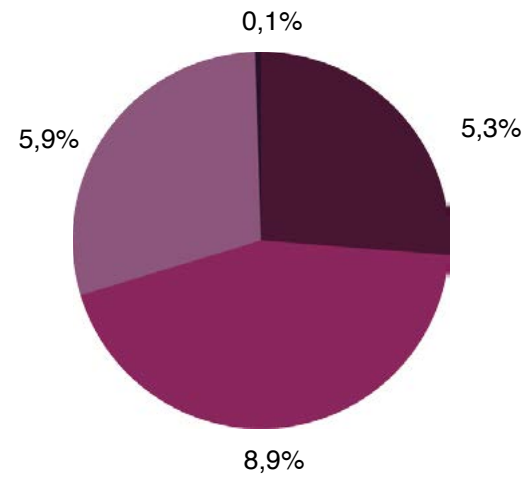
<sup>10</sup> All figures in the table below refer to permanent staff. The data is subject to seasonal variations. More specifically, there is an increase in employment in the period between March and September, especially at the hotels.



# SENIORITY

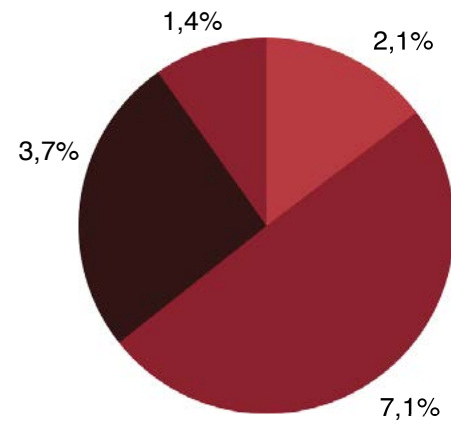
## CP - AVERAGE 3,6 YEARS

- <2 years = 5,3%
- 2-5 years = 8,9%
- 6-10 years = 5,9%
- 11-20 years = 0,1%
- 21-30 years = 0%
- 31< years = 0%



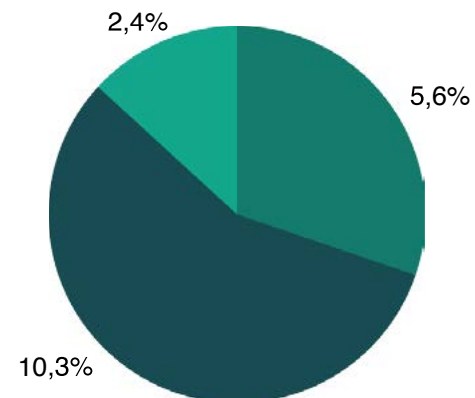
## MARRIOTT - AVERAGE 4,39 YEARS

- <2 years = 2,1%
- 2-5 years = 7,1%
- 6-10 years = 3,7%
- 11-20 years = 1,4%
- 21-30 years = 0%
- 31< years = 0%



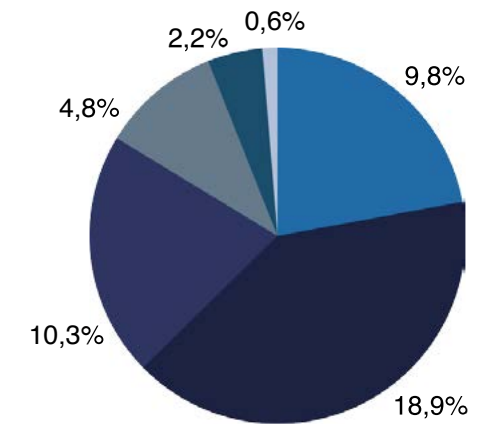
## AC - AVERAGE 2,65 YEARS

- <2 years = 5,6%
- 2-5 years = 10,3%
- 6-10 years = 2,4%
- 11-20 years = 0%
- 21-30 years = 0%
- 31< years = 0%



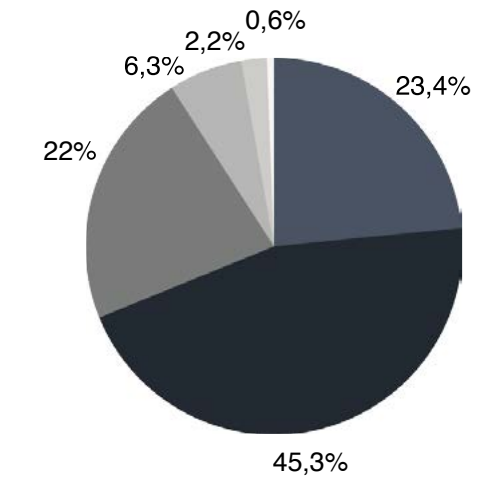
## BCC - AVERAGE 5,64 YEARS

- <2 years = 10,3%
- 2-5 years = 18,9%
- 6-10 years = 9,8%
- 11-20 years = 4,8%
- 21-30 years = 2,2%
- 31< years = 0,6%



## BCHG - AVERAGE 4,49 YEARS

- <2 years = 23,4%
- 2-5 years = 45,3%
- 6-10 years = 22%
- 11-20 years = 6,3%
- 21-30 years = 2,2%
- 31< years = 0,6%



## EMPLOYEE TURNOVER

Employee turnover is for permanent employees only. The results do not account for employees who are recruited internally. See section on New employee hires for more information.

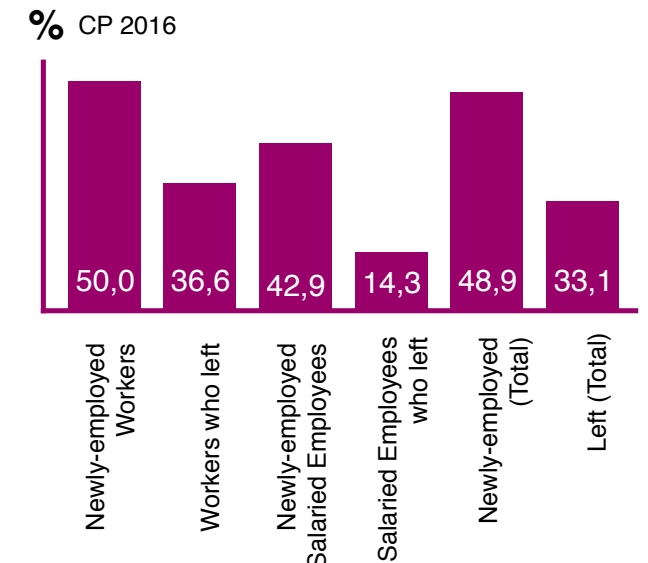
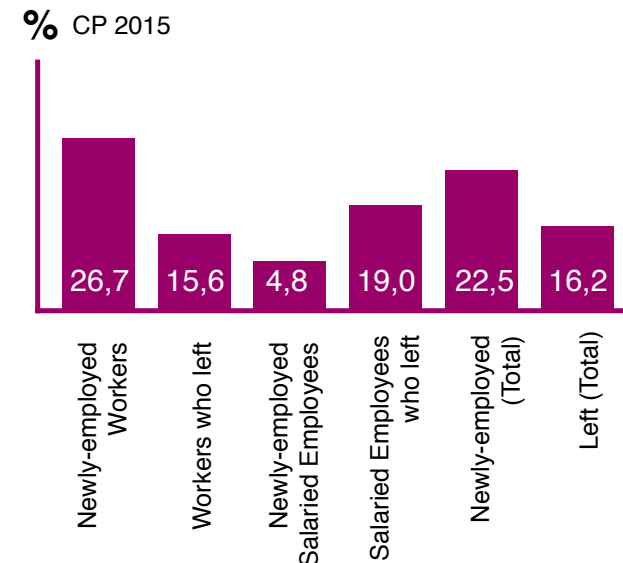
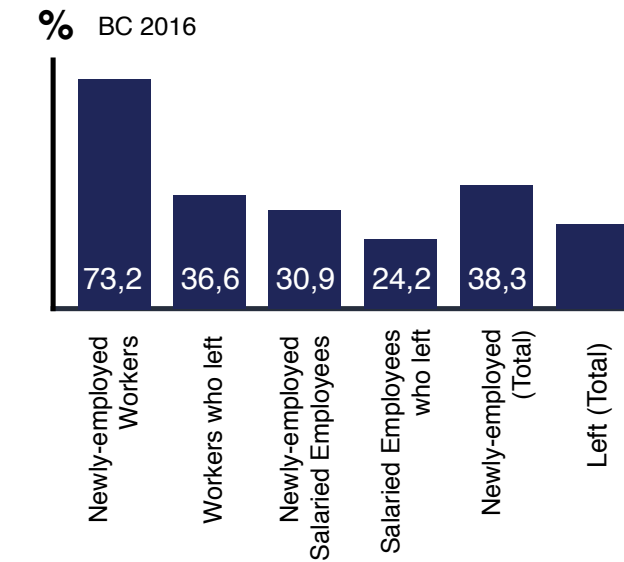
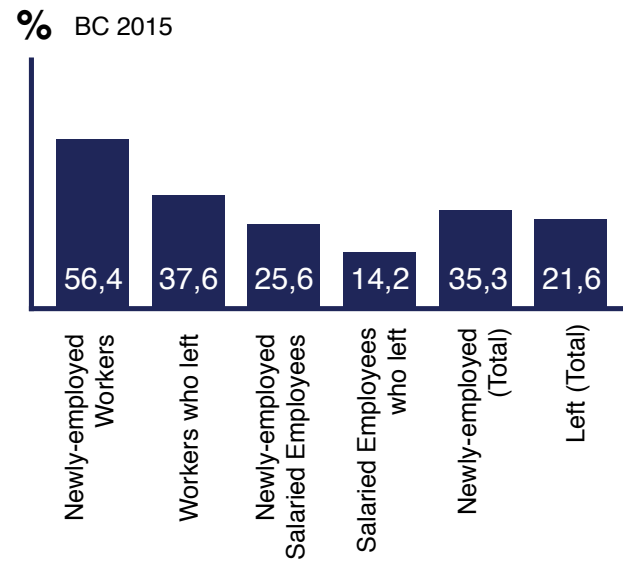
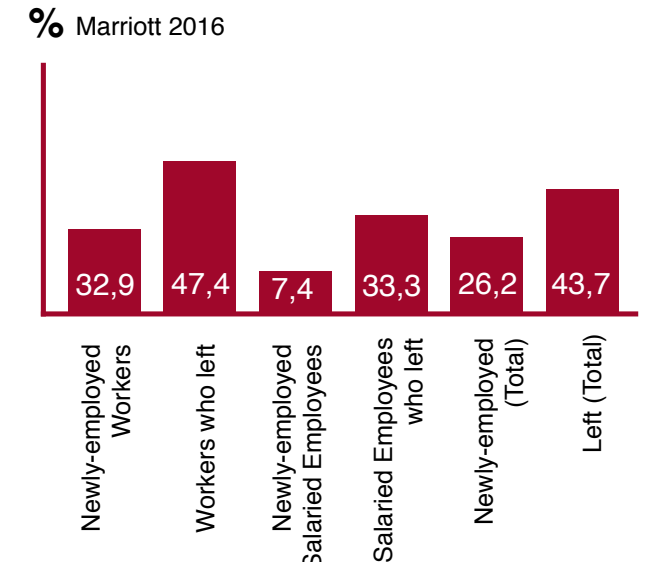
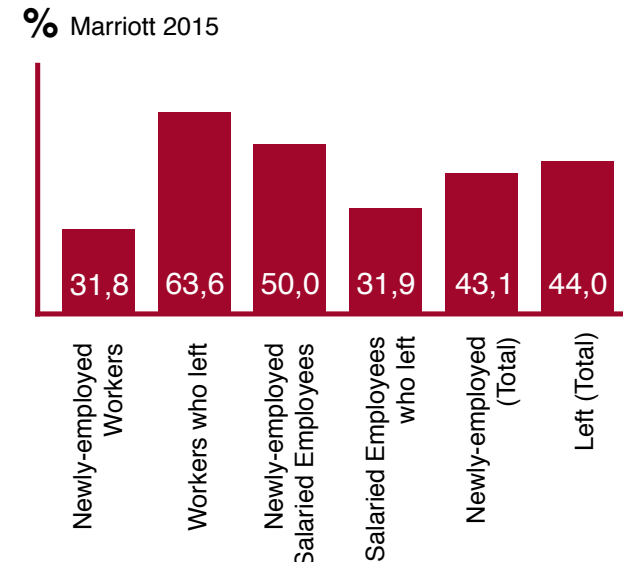
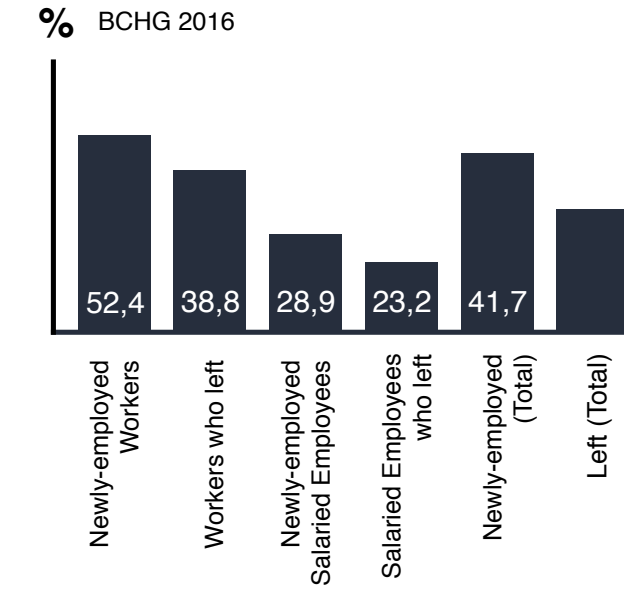
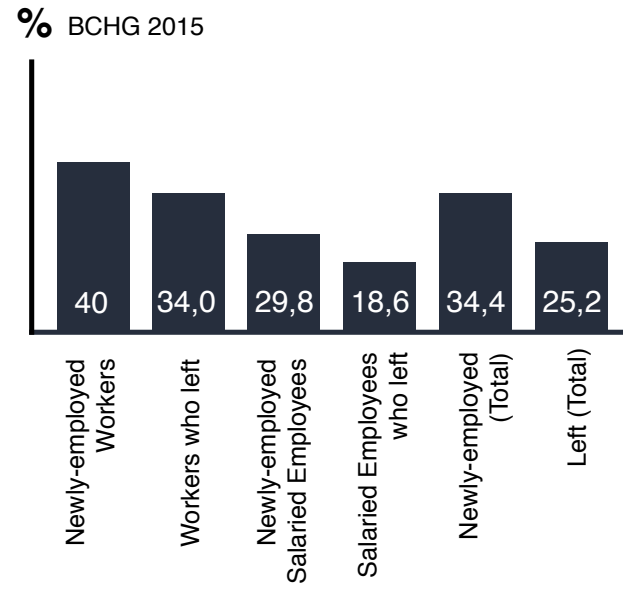
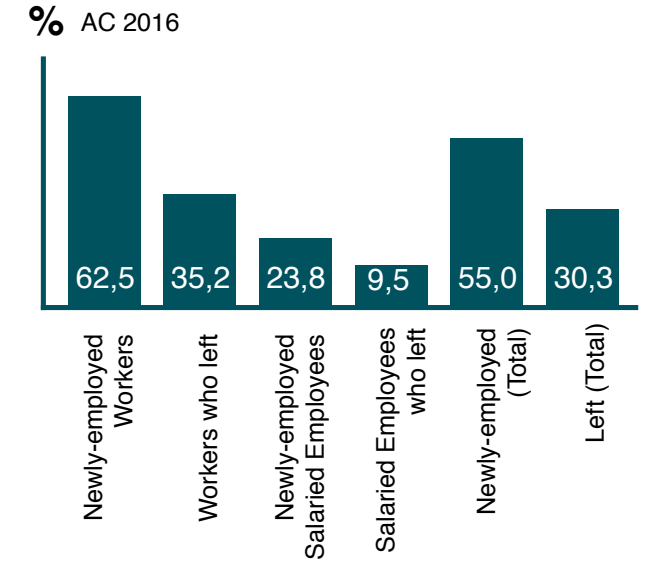
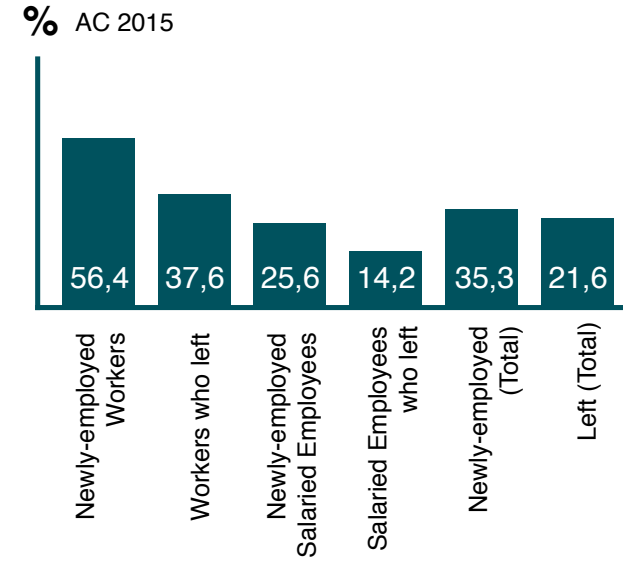
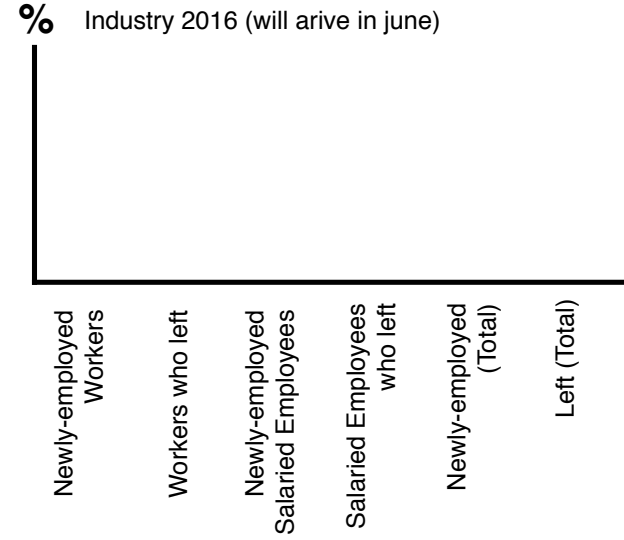
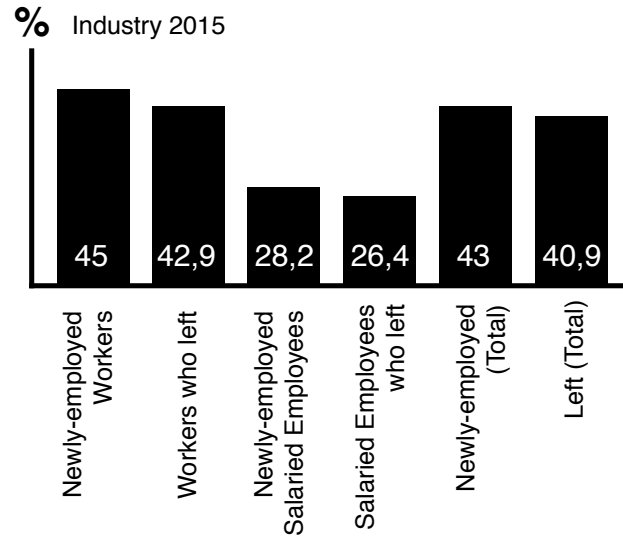
## INDUSTRY FIGURES<sup>11</sup>

	Newly-employed Workers	Workers who left	Newly employed Salaried Employees	Salaried Employees who left	Newly employed (Total)	Left (Total)
<b>2015</b>	45,0%	42,9%	28,2%	26,4%	43,0%	40,9%

<sup>11</sup> Source: DA Statistik. Industry figures for 2015, as 2016 are not available yet.



# EMPLOYER TURNOVER



\* With AC Hotel Bella Sky Copenhagen





# COLLECTIVE AGREEMENTS

**GRI: 102-41, 403-4**

**At BC Hospitality Group, there are the following collective agreements:**

- Salaried Employee Agreement between Horesta and HK/Privat - applicable to the hotels' employees who work with sales, service, business and office work.
- Salaried Employee Agreement between HK and Dansk Erhverv - applicable to salaried employees in BC Hospitality Group, who work with business, sales, service, and office work.
- The Main Collective Agreement between Horesta and 3F - applicable to employees in the hotel and restaurant industry, including, but not limited to: receptionists, waiters, food preparation employees, assistants, and service employees.
- 3F: Lager, Post og Servicearbejdernes Forbund (LPSF) [Warehouse Workers', Postal Workers' and Service Workers' Union] - applicable to security and controllers.
- Elevoverenskomst mellem Horesta Arbejdsgiver og 3F Privat Service, Hotel og Restauration [Apprentice Collective Agreement between Horesta Employer and 3F Private Service, Hotel and Restaurant] - applicable to reception apprentices, waiter apprentices, catering apprentices, sandwich maker apprentices, and cook apprentices.

Employees who are subject to the main collective agreement with 3F (United Federation of Danish Workers) are referred to PensionDanmark's healthcare scheme. The members of PensionDanmark's healthcare scheme can have free and quick access to any type of treatment, if they become ill.

The collective agreements also contain provisions on the election of union representatives. The union representatives' duty is to address any arising disputes and to maintain a peaceful co-operation in the workplace. BC Hospitality Group encourages employees to elect a trade union representative. Currently, there are seven union representatives at BC Hospitality Group, from three different trade unions.

All salaried employees<sup>12</sup> with more than 3 months of company-seniority and more than 30 hours of work a week are members of the health insurance agreement with Mølholm Health Insurance. Salaried employees are covered by The Employers' and Salaried Employees' Act (Funktionærloven). This contains provisions regarding notice periods, severance pay, unauthorized dismissals, expulsion, illness, competition clauses, bonus, maternity and pregnancy leave, among others.

<sup>12</sup> Salaried employees: people who perform professional, managerial, or administrative work.



# AVERAGE HOURS OF TRAINING

GRI: 404-01

## AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE

Unfortunately, we had challenges collecting precise data on training for 2016. The results featured below is not a complete picture of employee training, but rather a presentation of available registrations.

### INTERNAL TRAINING

	Total no. of hours	Women	Men
Crowne Plaza Copenhagen Towers	825	61,82%	38,18%
Copenhagen Marriott	844	52,38%	47,62%
AC Hotel Bella Sky Copenhagen	468	57,69%	42,31%
Bella Center Copenhagen	348	92,86%	7,14%
BC Hospitality Group	2485	59,8%	40,2%

### RISK MANAGEMENT TRAINING

	Total no. of hours	Women	Men
Crowne Plaza Copenhagen Towers	1093	56,8%	43,2%
Copenhagen Marriott	955	56,6%	43,4%
AC Hotel Bella Sky Copenhagen	1370	48,2%	51,8%
Bella Center Copenhagen	3094	51,6%	48,4%
BC Hospitality Group	6511	53,4%	46,6%

### EXTERNAL TRAINING

	Total no. of hours	Women	Men
Crowne Plaza Copenhagen Towers	N/A	N/A	N/A
Copenhagen Marriott	328	64,7%	35,3%
AC Hotel Bella Sky Copenhagen	82	0,0%	100,0%
Bella Center Copenhagen	149	66,7%	33,3%
BC Hospitality Group	559	51,7%	48,3%

## TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT, GENDER, AGE GROUP, AND NATIONALITY:<sup>13</sup>

GRI: 102-7 , 102-41, 403-4, 405-1

### CROWNE PLAZA COPENHAGEN TOWERS

	Women	Men	<30	30-50	>50	Danish	Scandinavian	Non Scandinavian	Total nationalities
On-Call	52	63	52	53	10	37	19	59	27
Permanent	58	68	29	74	23	44	17	65	37
Total	110	131	81	127	33	81	36	124	45

### COPENHAGEN MARRIOTT

	Women	Men	<30	30-50	>50	Danish	Scandinavian	Non Scandinavian	Total nationalities
On-Call	33	44	50	26	1	27	5	45	26
Permanent	43	45	24	62	2	15	17	56	30
Total	76	89	74	88	3	42	22	101	44

### AC HOTEL BELLA SKY COPENHAGEN

	Women	Men	<30	30-50	>50	Danish	Scandinavian	Non Scandinavian	Total nationalities
On-Call	46	32	55	20	3	38	1	39	19
Permanent	53	61	59	51	4	83	7	24	20
Total	99	93	114	71	7	120	8	63	32

### BELLA CENTER COPENHAGEN

	Women	Men	<30	30-50	>50	Danish	Scandinavian	Non Scandinavian	Total nationalities
On-Call	921	568	1114	289	86	N/A	N/A	N/A	N/A
Permanent	162	128	70	176	44	252	10	28	19
Total	1083	696	1184	465	130	N/A	N/A	N/A	N/A

### BC HOSPITALITY GROUP

	Women	Men	<30	30-50	>50	Danish	Scandinavian	Non Scandinavian	Total nationalities
On-Call	1052	707	1271	388	100	N/A	N/A	N/A	N/A
Permanent	316	302	182	363	73	394	51	173	59
Total	1368	1009	1453	751	173	N/A	N/A	N/A	N/A

<sup>13</sup> 13Note: Concerning Nationality. Due to an error 6 employees in BCHG are not registered as having a nationality 34 in our registration system. Unfortunately, we do not have the correct information on on-call employees' nationalities at this time. There is a margin of error of 308 duplicates, as there are some employees who work in more than one business unit. There are 2069 unique individuals in the system.

## EMPLOYEE BENEFITS

### GRI: 401-2

Both full-time and part-time/temporary employees qualify for company benefits. All permanent employees benefit from the same employee benefits after the first three months of their employment. The exception is on additional health insurance for employees which only applies

for employees who work for more than 30 hours a week. The company does distinguish between on-call and permanent staff. Members of the on-call staff do not receive any employee benefits.

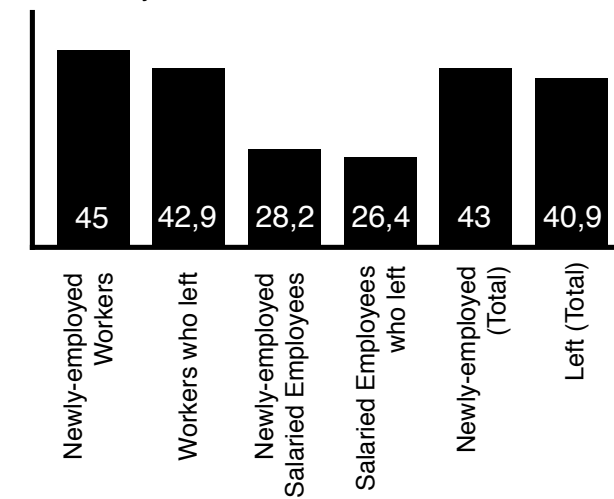
## PARENTAL LEAVE

### GRI: 401-3

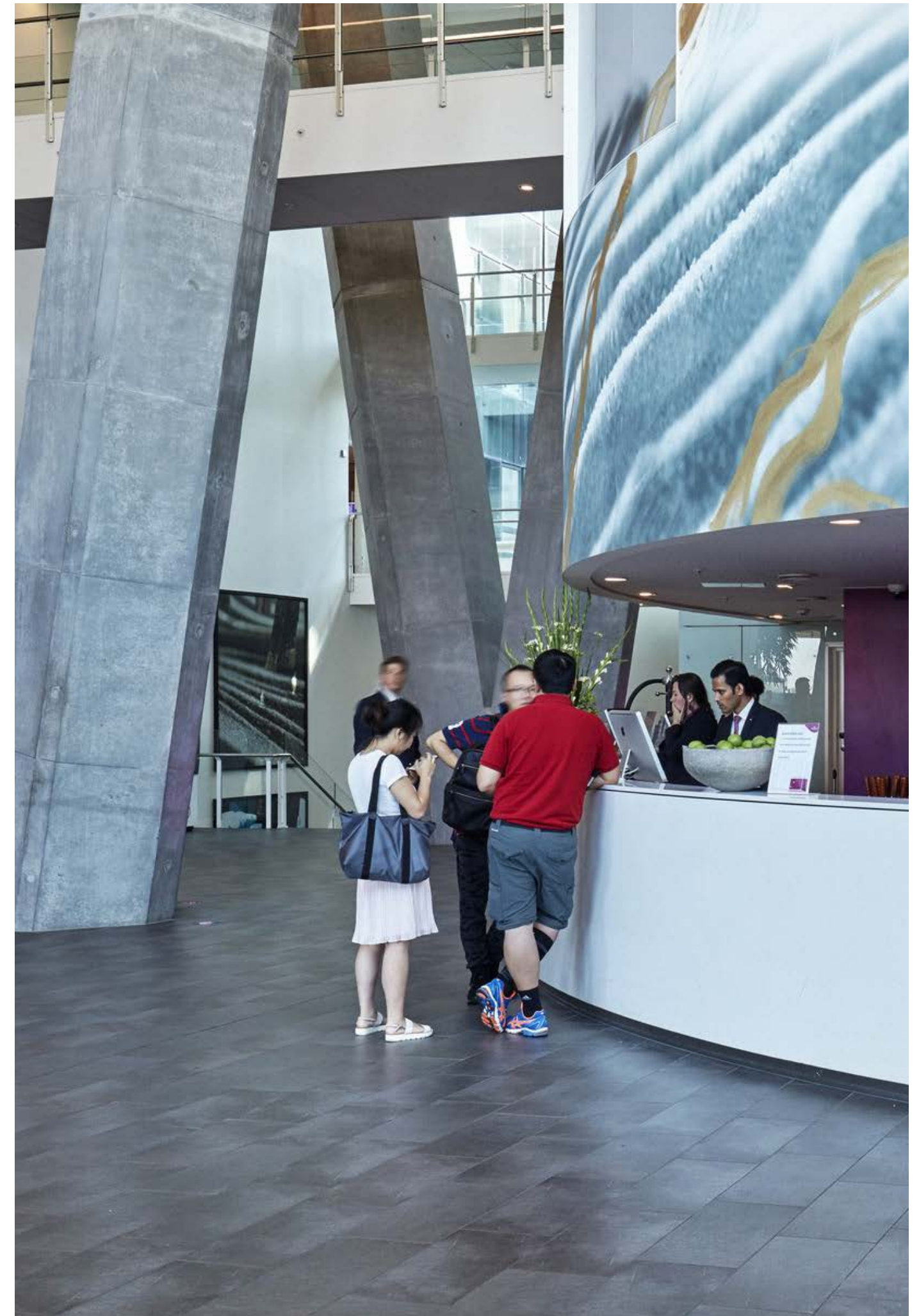
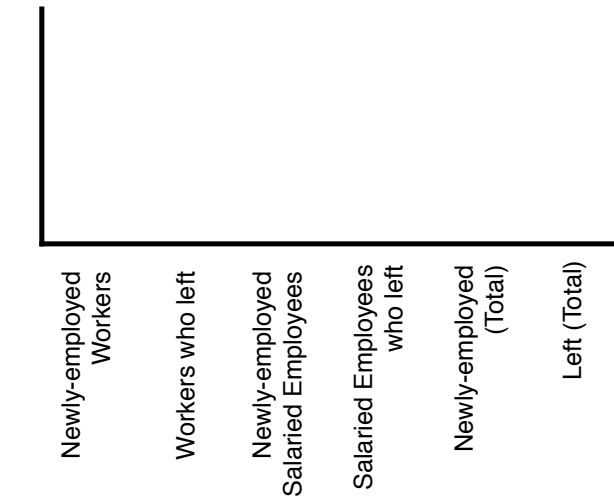
According to Danish legislation, all permanent employees have the right to take leave (right to absence). Permanent employees with a mini-

imum of nine months of company seniority have the right to receive full or partial pay during parts of the leave.

% Industry 2015

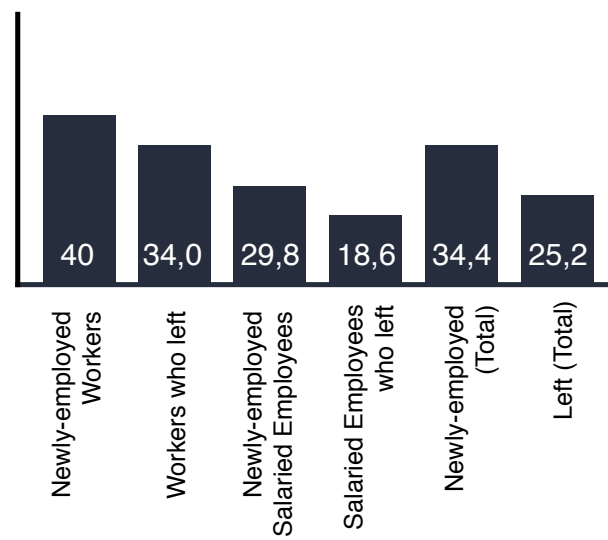


% Industry 2016 (will arrive in june)

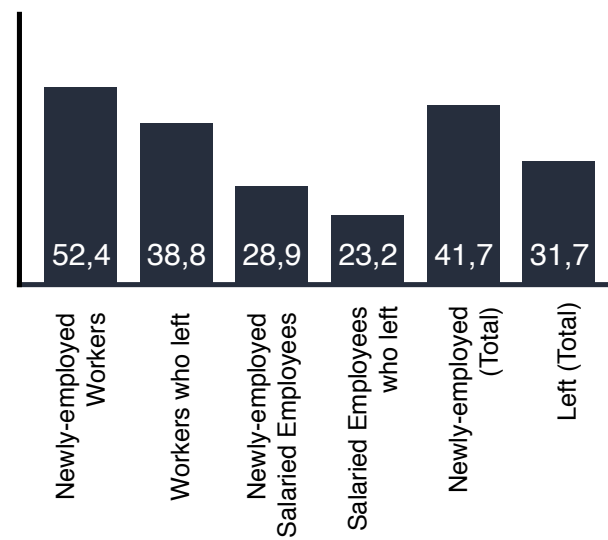




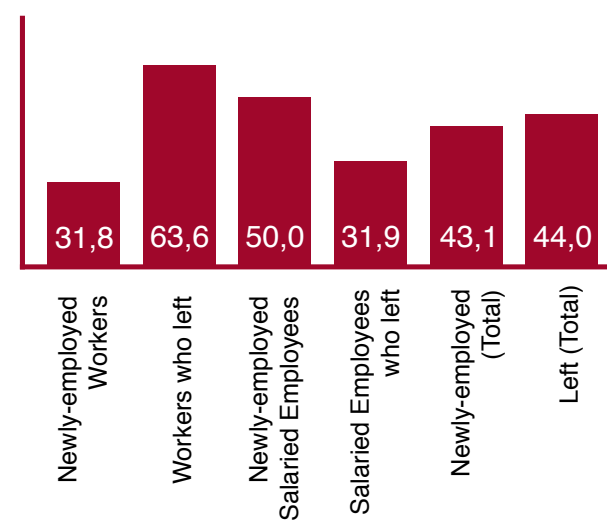
% BC Hospitality Group 2015



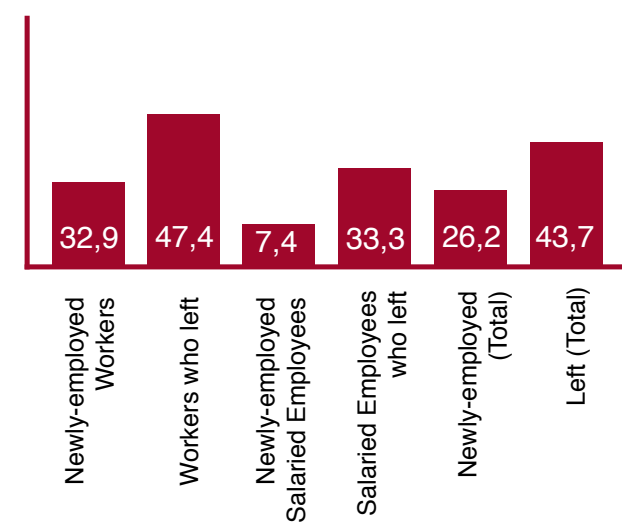
% BC Hospitality Group 2016



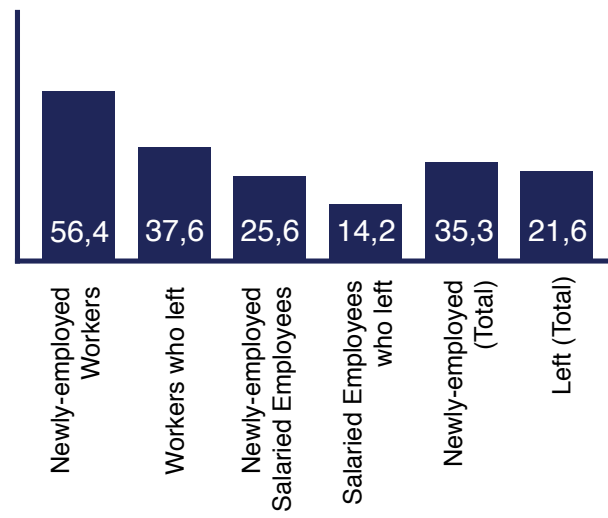
% Copenhagen Marriott 2015



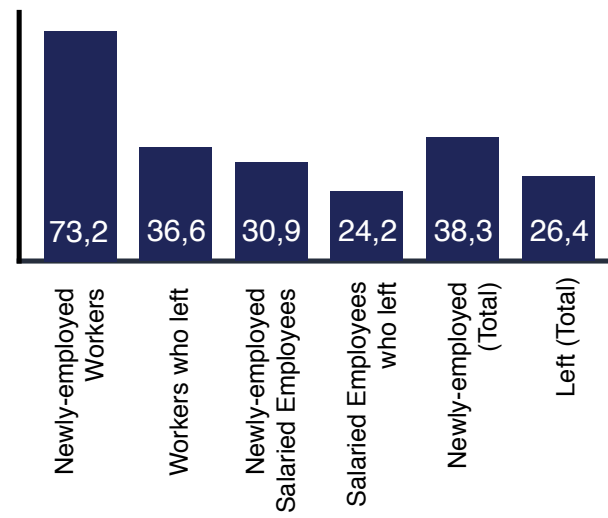
% Copenhagen Marriott 2016



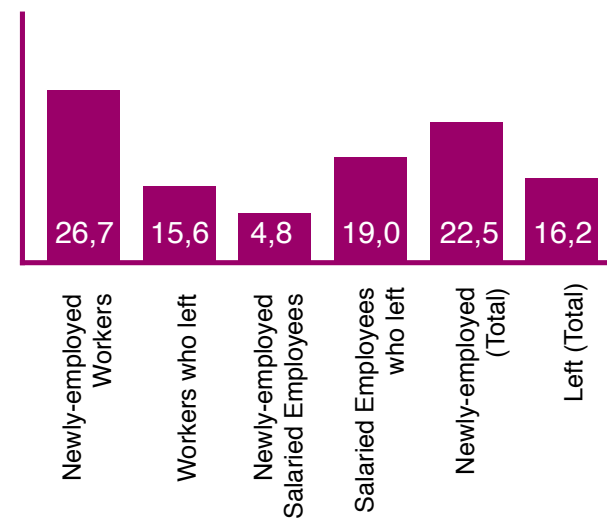
% Bella Center Copenhagen 2015



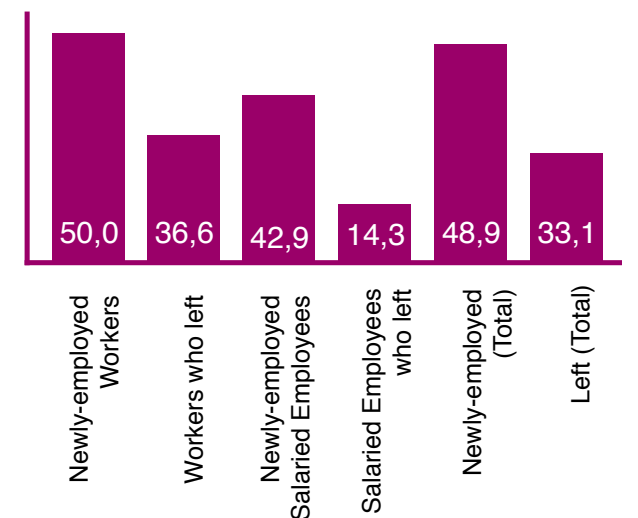
% Bella Center Copenhagen 2016



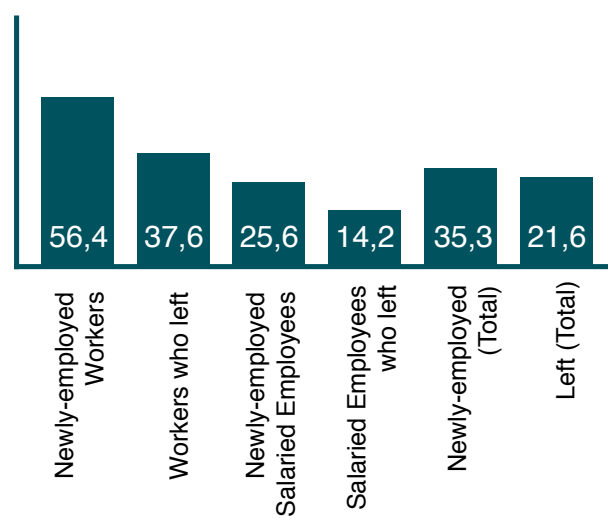
% Crowne Plaza Copenhagen Towers 2015



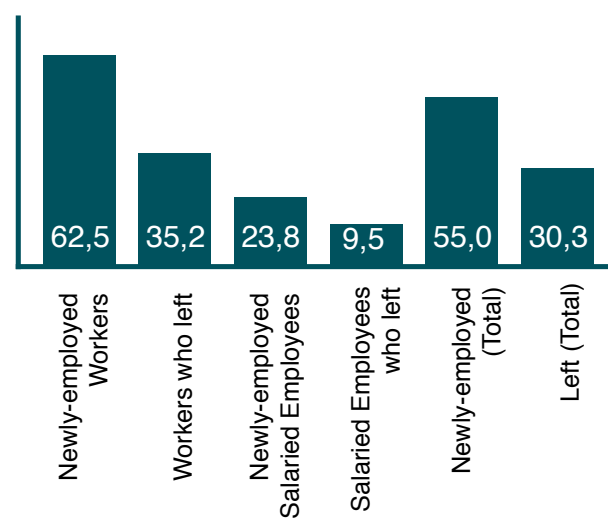
% Crowne Plaza Copenhagen Towers 2016



% AC Hotel Bella Sky 2015



% AC Hotel Bella Sky 2016



\* With AC Hotel Bella Sky Copenhagen

## PERSONAL DEVELOPMENT REVIEWS

### GRI: 404-3

Below, the percentage of employees registered as completing our personal development review. We did have technical challenges with some users in the registration system. We thus believe the actual numbers to be somewhat higher. It is our aim that all permanent employees receive an annual personal development review.

### RETURN TO WORK RATES OF EMPLOYEES THAT TOOK PARENTAL LEAVE

	Percentage of permanent employees
Crowne Plaza Copenhagen Towers	69,84%
Copenhagen Marriott	78,41%
AC Hotel Bella Sky Copenhagen	65,79%
Bella Center Copenhagen	72,07%
BC Hospitality Group	71,36%





## WATER

### GRI: 303-1

	2016
Crowne Plaza Copenhagen Towers	2500 m <sup>3</sup>
Copenhagen Marriott	37512 m <sup>3</sup>
AC Hotel Bella Sky Copenhagen	50885 m <sup>3</sup>
Bella Center Copenhagen	29550 m <sup>3</sup>
BC Hospitality Group	122383 m <sup>3</sup>

## WASTE

### GRI: 306-2

#### BELLA CENTER COPENHAGEN

	Incineration	Sorted	Landfill	Organic	Hazardous	Total
Crowne Plaza Copenhagen Towers	97.875 kg	24.657 kg	N/A	92.000 kg	N/A	214.632 kg
Copenhagen Marriott	195.000	28.440	4080	43.390	385	271.295 kg
AC Hotel Bella Sky Copenhagen	245.470 kg	37.060 kg	N/A	42.535 kg	N/A	325.065 kg
Bella Center Copenhagen	574.910 kg	199.305 kg	7.860 kg	6.400 kg	1.722 kg	790.197 kg
BC Hospitality Group	918.255 kg	261.022 kg	7.860 kg	140.935 kg	1.722 kg	1.601.089 kg

## SUPPORTED INVESTMENTS

### GRI: 203-1

As of September 2015, BC Hospitality Group entered into an agreement, with Bellakvarter Projekt-selskab A/S. The agreement pledged BC Hospitality Group to support Bellakvarter Projektselskab A/S with funding to its development activities concerning Bellakvarter. Bel-

lakvarter is a newly con-structed neighborhood that will comprise of homes, shops, kindergartens, cafés, public spaces, and parks. Bellakvarter's ambition is to create housing and urban spaces that combine the modern Copenhagen lifestyle with nature and sustainability.<sup>14</sup>

<sup>14</sup> For more information see Annual financial report of BC Hospitality Group 2016



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102-11	Precautionary principle or approach	Environment/Knowing our impact	30
102-12	External initiatives	Stakeholder Engagement	10
102-13	Membership of associations	Stakeholder Engagement	10
102-14	Statement from senior decision maker	Statement from CEO	3
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102-40	List of stakeholder group	Stakeholder Engagement	10
102-41	Collective Bargaining Agreements	Workplace/Governance	15
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	10
102-43	The organization's approach to stakeholder engagement	Stakeholder Engagement	10
102-44	Key topics and concerns raised through stakeholder engagements	Responsible Hospitality	12
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201-1	Direct economic value generated and distributed	See Annual financial Reports: Crowne Plaza Copenhagen Towers Copenhagen Marriott Bc Hospitality Group	-
201-3	Defined benefit plan obligations and other retirement plans	See Annual financial Reports: Crowne Plaza Copenhagen Towers Copenhagen Marriott Bc Hospitality Group	-
201-4	Financial assistance received from government	See Annual financial Reports: Crowne Plaza Copenhagen Towers Copenhagen Marriott Bc Hospitality Group	-
202-1	Entry Level Wage	There is no legally stipulated minimum wage in Denmark. Wage rates are specified in the collective agreements that are in place	
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Indicator	Description	Chapter/Comments	Page nr.
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404-2	Programs for upgrading employee skills and transition assistance programs	Workplace/Learning & Development	18
404-3	Percentage of employees receiving regular performance and career development reviews	Appendix	53
405-1	Diversity of governance bodies and employees	Workplace/Governance Workplace/Diversity & Equality Appendix	15 20 49
406-1	Incidents of discrimination and corrective actions taken	No incidents	-
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Marketplace/Supply Chain and sourcing	34
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410-1	Security personnel training in human rights policies or procedures	Health & Safety/Safety & Security	29
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414-1	New suppliers that were screened using social criteria	Marketplace/Supply Chain and sourcing	34
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents	-
417-1	Requirements for product and service information and labeling	Health & Safety/Product Safety	29
417-3	Incidents of non-compliance concerning marketing communications	No incidents	-
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No incidents	-
419-1	Non-compliance with laws and regulations in the social and economic area	No incidents	-

