

2017

BC HOSPITALITY GROUP RESPONSIBLE HOSPITALITY REPORT





ABOUT THIS REPORT

GRI: 102-1, 102-50:54

This report covers the 2017 Responsible Hospitality activities for all business units in BCHG Holding A/S group (BC Hospitality Group). It follows the financial year 1 January 2017-31 December 2017.

The report is prepared in accordance with sections §99a & b of the Danish Financial Statements Act. It also follows ISO 14001 and DS 49001 CSR certification as Crowne Plaza Copenhagen Towers is certified by these standards.

Our reporting is in alignment with the GRI Sustainability Reporting Standards 2016: Core Option (64 indicators), the United Nations Global Compact and the Sustainable Development Goals.

In the report, we present data and figures for BC Hospitality Group's three hotels: Crowne Plaza Copenhagen Towers, Copenhagen Marriott, and AC Hotel Bella Sky Copenhagen as well as our congress venue, Bella Center Copenhagen. Comwell Conference Center Copenhagen, CIFF/CIFF Showrooms and International House are all part of the physical structure of Bella Center Copenhagen and therefore also included in this data.

Previous responsible hospitality reports can be found at www.responsiblehospitality.dk

For further information regarding this report, please contact our Group Responsible Hospitality Manager, Ms. Mireille Jakobsen, mij@bchg.dk.

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Allan L. Agerholm

STATEMENT FROM CEO

GRI 102-14

At BC Hospitality Group, we are guided by our purpose - Hosting moments that matter. Unforgettable experiences, delivered with a genuine care for our guests. But as a company, our responsibilities reach far beyond our own doorstep. Responsible Hospitality is our strategy to grow a successful company with genuine care for the world around us.

Responsible Hospitality is more than a business philosophy. It is a devoted and transparent commitment to sustainability. We support the principles of the UN Global Compact. This also entails contributing to the Sustainable Development Goals that particularly relate to our industry.

To reach these goals we need partnerships. With our customers, industry partners and our multifaceted stakeholders. It starts with truly acknowledging the challenges we face followed by shared commitments to make a real impact.

Inside BC Hospitality Group, Responsible Hospitality plays a valuable role in bringing our brands together. By uniting our multiple units and venues around a larger commitment to society, we gain a framework for common goals and solutions. All while supporting the individual business efforts of each team.

Together, we made great progress in 2017. Some of our achievements include:

The first annual Responsible Hospitality Day. An industry event dedicated to leveraging sustainability in the hospitality business through knowledge sharing and joint initiatives.

Reducing energy consumption in Bella Center Copenhagen by 19 %. New energy efficiency initiatives have reduced our annual CO2 emissions by 564 tons, far beyond our initial goal for the year.

Group-wide food waste tracking system and a brand-new guest offer to reduce food waste. Restaurant Bark became the first restaurant in Denmark to offer TreatBox allowing guests to easily bring home left-over food.

After completing our training programme, **13 candidates with refugee background** were offered employment in our newly insourced housekeeping department at Copenhagen Marriott.

Our annual employee survey showed **increased satisfaction levels** across BC Hospitality Group. All of our hotels ranked in the top 30 of Denmark's best workplaces for medium-sized companies.

While these efforts are already delivering documented benefits to our own business and society at large, it is my hope that others too will accompany us on our continuing quest. Together as an industry, we will make a world of difference.

Sincerely,



Allan L. Agerholm,
Chief Hospitality Officer / CEO

ABOUT BC HOSPITALITY GROUP

GRI: 102-2:5, 102-7, 102-10

BC Hospitality Group (est. 2014) is Denmark's leading hospitality company. Our business includes a wide range of hotel, conference, exhibition and catering services. We serve public and private sector clients, business as well as leisure guests.

Our hotels host corporate, leisure, meeting and congress clients from all over the world. We offer 1,584 hotel rooms, 161 meeting and conference rooms, and approx. 200,000 m² of event space with a capacity of up to 30,000 people. BC Hospitality Group and all its business units are located in Copenhagen. Our organisation employs around 750 permanent employees and 2,000 temporary staff.

In 2017, our equity firm Solstra Investments sold the Copenhagen Marriott building to ATP Real Estate and PensionDanmark as well as the AC Hotel Bella Sky Copenhagen building to the investor group We-naasgruppen. The two hotels are, however, leased to BC Hospitality Group, resulting in very little change in daily management and operations. The Crowne Plaza Copenhagen Towers operates under a different CVR no. than the other business units

BELLA CENTER COPENHAGEN

Scandinavia's largest exhibition and congress centre

COMWELL CONFERENCE CENTER COPENHAGEN

Denmark's largest conference centre

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 premiere 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

BC
HOSPITALITY
GROUP

**BELLA ·
CENTER**
COPEN
HAGEN

Comwell
CONFERENCE CENTER
COPENHAGEN


MARRIOTT
COPENHAGEN


AC HOTEL BELLA SKY
COPENHAGEN


CROWNE PLAZA®
COPENHAGEN TOWERS
AN **IHG®** HOTEL

CIFF


FORUM
COPENHAGEN

OUR VISION

To be the Leading
Hospitality Company
in Denmark

We strive to be the leading Hospitality Company in Denmark - because **we host moments that matter**. We are convinced that great things can happen, when people come together. These are the moments when ideas are formed; solutions are found; unforgettable experiences are shared. **These are the moments when history is made** - and we are hosting when they happen.

We are hosts.
Stewards of hospitality for
the guests we serve and
the people we work with

HOSTING MOMENTS THAT MATTER

Moments that matter.
Involvement that matters.
Results that matter...
... to us, to our guests
and to the world around us.

We are in the business of 'live'.
Nothing can be undone.
Moments are finite but with
the potential to live forever.

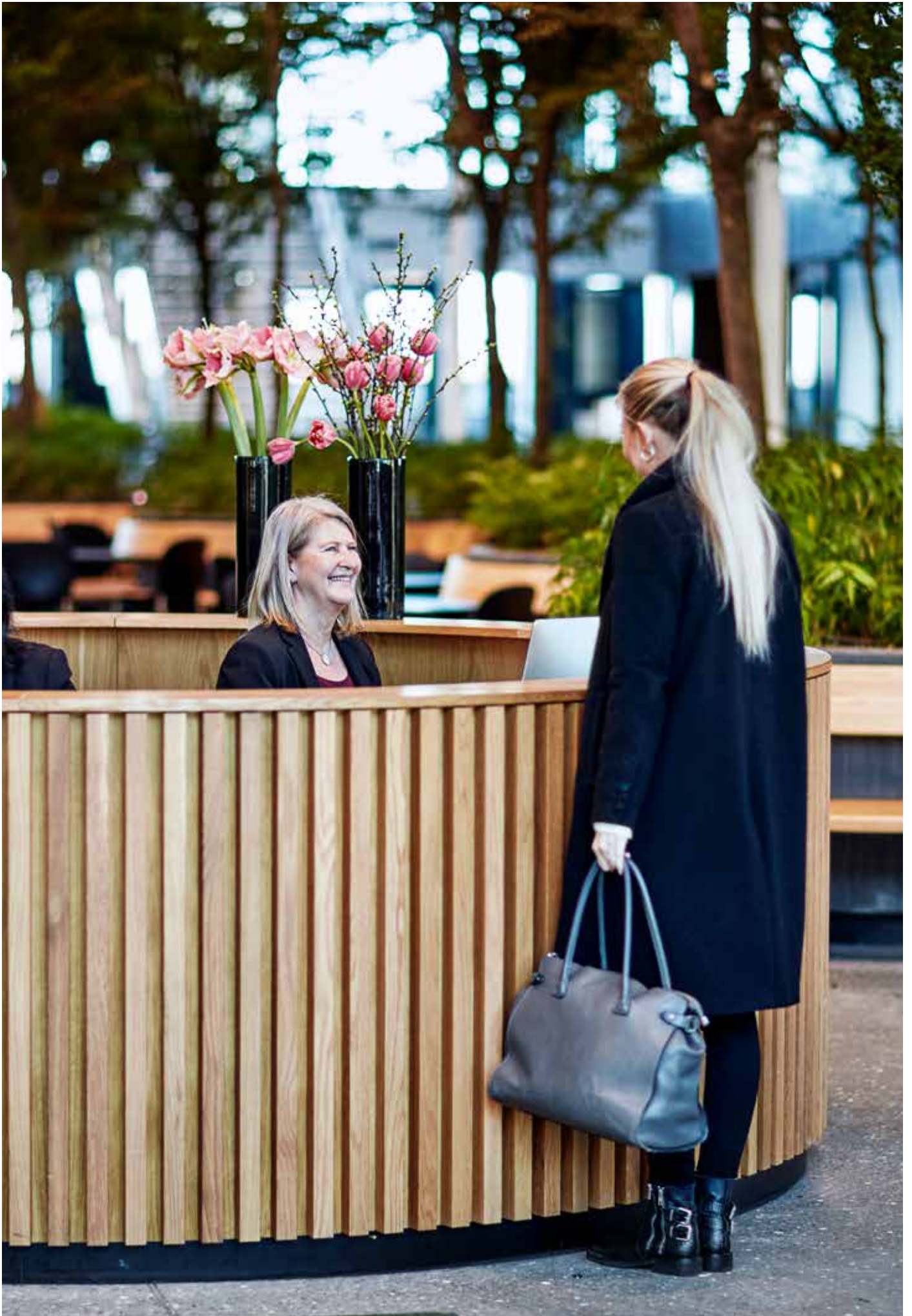


OUR
MISSION
I AM
there
for you

We are **stewards of hospitality.**

For the guests we serve and the people we work with. We know that nothing can be undone, that moments are temporary but with the potential to live forever. We genuinely do our best to **seize these moments** and create a positive impact.





OUR VALUES

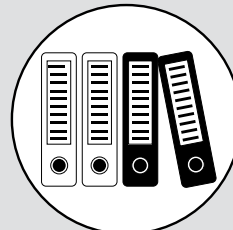
Mutual Respect
Winning Spirit
Service Heroes

WE DEVELOP OUR BUSINESS WITHIN **FOUR FOCUS AREAS:**
OUR WINNING BATTLES



FOCUS ON **CUSTOMERS**

We know that our customers' experiences can't be undone. Their moments with us are all equally important.



IMPROVE **FINANCIALS** **AND ADMINISTRATION**

We continuously challenge ourselves and improve our business based on curiosity and courage.



LIVE OUT **RESPONSIBLE HOSPITALITY**

We add a sustainability perspective to everything we do. We communicate and commercialise it.



ENHANCE **ONE TEAM**

We seek understanding, use empathy and leverage our individual strengths to build a team that matters.

STAKEHOLDER ENGAGEMENT

GRI: 102-12:13, 102-40, 102-42:43
SDG:17

Keeping an active dialogue with our stakeholders is a key priority for us. This is an effort that helps us identify key issues affecting our business and society.

We continuously tailor our engagement methods to our activities depending on both the issue and stakeholder(s) at hand. See examples of key groups, topics and activities in our Stakeholder Matrix. (See appendix)

RESPONSIBLE HOSPITALITY WEBSITE

BC Hospitality Group launched a dedicated Responsible Hospitality website in 2017. Its content is available in English and Danish and covers all aspects of our sustainability initiatives and policies. On a broader scale, we hope that the platform will inspire discussions about sustainability in the hospitality sector as well as in other industries.

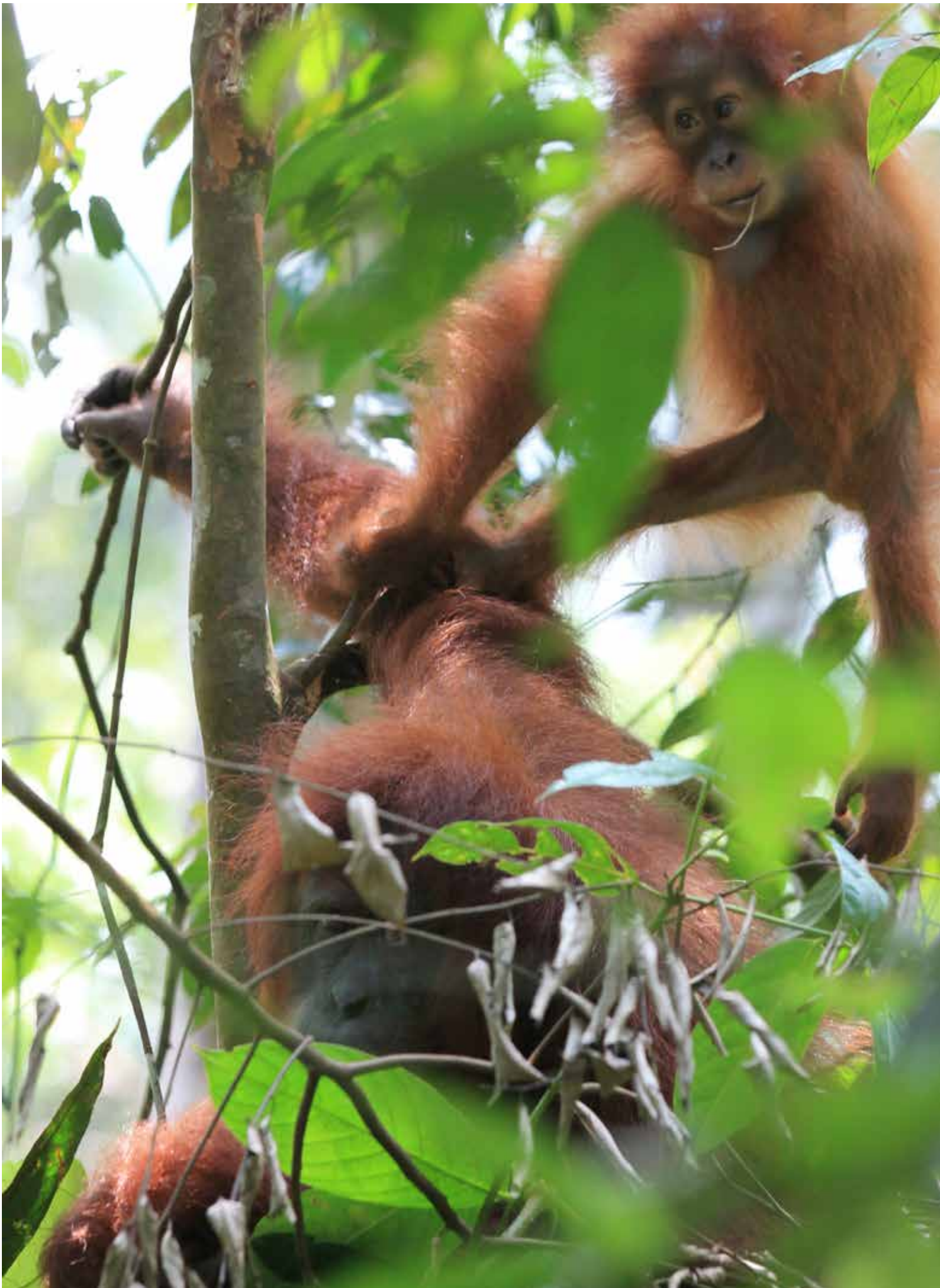
[READ MORE](#)





STAKEHOLDER GROUPS







RESPONSIBLE HOSPITALITY

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

Our purpose is to create unforgettable experiences for our guests and customers. Whether it is an event to land a historic agreement or a romantic getaway for two, our hospitality plays a vital role. From the moment we extend our invitation, we carry a considerable part of the responsibility - and the credit - for the final result. And just like we care for our guests, we do the same for the world around us. Responsible Hospitality does not start and end at our gates - it is a 360 degree holistic mind-set we carry with us everywhere.

We believe that when we take individual responsibility, we also improve as a whole. We listen and respond to the priorities of our stakeholders and understand the positive and negative impacts that our business can have on individuals, society and the environment. Ultimately, we believe an environmental and socially responsible approach to hospitality adds value to our business and enables us to better care for our guests and customers. And this is what we mean by Responsible Hospitality.

FIVE FOCUS AREAS:



MARKETPLACE

At BC Hospitality Group, we want to deliver high quality services and products in a sustainable framework. We can always do better, and therefore work closely with customers, guests, suppliers and partners to adjust and perfect our practices.



CLIMATE AND ENVIRONMENT

Every year, we are hosting hundreds of thousands of guests in our venues and locations. Due to our size, we have the power to integrate sustainable solutions that make a real difference. We work hard to improve our efficiency within energy and water usage, our procurement practices, waste management and more. In other words, everywhere it makes real sense and adds real value, we will make the change. Our efforts are documented in our DS 49001, ISO 14001 and Green Key certifications.



COMMUNITY ENGAGEMENT

We have a close relationship with our local community in Greater Copenhagen. A key focus area for us are marginalised groups and people outside the job market. We partner with local municipalities, NGO's and charities to create career opportunities through employment programmes, training and apprenticeships. We also support education and research.



WORKPLACE

Our employees are the foundation of our business and the secret to our success. We are dedicated to building a positive, challenging and inspiring work environment with the opportunity for everyone to reach their full potential through training and job development. We value a diverse workplace where everyone is treated fairly and respectfully, and we strive to be an employer of choice.



HEALTH AND SAFETY

Health, Safety and Security are integrated and crucial parts of the services provided by the BC Hospitality Group. We operate only by the highest health and safety standards in all critical areas such as safety systems, hygiene, food, and sanitation. In addition, the security and safety of our customers, guests and employees are top priorities and handled accordingly.



SUSTAINABLE DEVELOPMENT GOALS

IMPLICIT IMPACT ON ALL GOALS:



STRONG OPPORTUNITY FOR DIRECT IMPACT:



POTENTIAL OPPORTUNITY FOR DIRECT OR INDIRECT IMPACT:



MITIGATE POTENTIAL NEGATIVE IMPACT:



SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) refer to the 2030 Agenda for Sustainable Development. 17 goals set to end poverty, protect the planet and ensure global prosperity through a new sustainable development agenda. Each goal has specific targets covering a broad range of sustainable development issues. The U.N. General Assembly adopted the agenda in September, 2015.

In 2016 alone, more than 1.2 billion travellers crossed international borders. By 2030, this figure will become 1.8 billion¹. As Denmark's leading hospitality company, we have decided to embrace our responsibility and opportunity to operate and grow in accordance

with the SDG's. We wish to mitigate our negative impact and make sure our actions leave a positive mark on our local community. We have a responsibility to protect the sustainability of our destination (Copenhagen, Denmark) as well as our business.

By aligning our company strategy and our multi-faceted Responsible Hospitality activities with the SDG's, we strengthen the link between value creation for our business and our local community. As part of these efforts, we have identified four goals where we can make the greatest impact. In this report, we use the goals to map and group our initiatives.

[READ MORE](#)

¹ <http://www.tourism4development2017.org/why-tourism/>



SDG: 17

Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Goal 17 summarises everything we do in BC Hospitality Group. We see ourselves as a Responsible Hospitality pioneer, and we want to lead by example. Sharing our expertise and experiences with others has a multiplier effect that everyone gains from. We are part of several initiatives in the field of sustainability. We often speak at cross-sector events, and we generally encourage dialogue with anyone interested in sustainability issues.

Relevant SDG target: 17.17

Relevant indicators: 102-40, 102-42, 102-43, 102-44, 102-12, 102-13



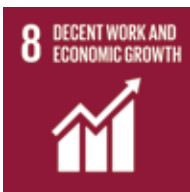
SDG: 12

Ensure sustainable consumption and production patterns.

We all have an obligation to preserve natural resources for the future generations. And as a company we strive to improve our production and consumption patterns. Food waste is a major focus area for us and we continue to integrate new solutions in the entire value chain. In 2017, we introduced Treatbox, a to-go box for guests. We also implemented a food waste-tracking app in our kitchens. Our conference centre continuously has adopted practises to reuse building materials. Waste management and energy optimisation are also prioritised in all business units.

Relevant SDG target: 12.2, 12.3, 12.4, 12.8

Relevant indicators: 301-1, 301-2, 302-1, 302-3, 302-4, 305-1, 305-2, 306-2, 417-1



SDG: 8

Promote sustained inclusive and sustainable economic growth, full and productive employment and decent work for all.

We strive to be a great workplace with a safe, inclusive and diverse environment. We support collective agreements and provide attractive opportunities for our employees. Our sustainable performance indicators include GRI, ISO 14001, DS 49001 and Green Key. Targeted internships for young people and the long-term unemployed promote social mobility. It also enhances our own performance by increasing diversity in our workforce. But our contribution actually involves our entire value chain as we also require certain standards from our suppliers..

Relevant SDG target: 8.2, 8.4, 8.5, 8.6, 8.8, 8.9

Relevant indicators: 102-41, 102-8, 103-2, 201-1, 202-1, 202-2, 301-1, 301-2, 302-1, 302-3, 401-1, 401-2, 401-3, 402-1, 403-1, 403-2, 403-4, 404-1, 404-2, 404-3, 405-1, 405-2, 406-1, 407-1



SDG: 13

Take urgent action to combat climate change and its impacts

Reducing carbon emissions, energy, waste and water usage is central to our business strategy. Other issues include mobility and sustainable sourcing. BC Hospitality Group is currently focused on implementing sufficient measuring and monitoring tools and practices as a way to mitigate and reduce our climate impact. We also encourage guests and employees to participate in our efforts to reduce resource consumption and lighten the footprint of our operations and local tourism.

Relevant SDG target: 13.1

Relevant indicators: 201-2, 302-1, 302-3, 302-4, 304-1, 304-2, 305-1, 305-2, 306-1







MARKETPLACE

GRI: 103-1:3, 308-1, 407-1, 408-1, 409-1, 414-1
SDG: 3, 4, 6, 8, 10, 12, 13, 14, 15, 16, 17
UNGC: 1:10

The coming together of market potential and societal demands results in improved economic well-being for us and our business partners. This in turn improves societal outcomes. We want high-quality sustainable products that add value for our customers.

COLLABORATING ON SUSTAINABILITY

Everything we consume or throw to waste has an environmental impact. Naturally, this also includes a visit to one of our restaurants, hotels or other venues. By engaging with customers, suppliers and our employees on this issue, we have the opportunity to create awareness and inspire change. The following highlights are two initiatives we took to further this agenda.



RESPONSIBLE
HOSPITALITY

BY BC HOSPITALITY GROUP

TANKER, IDEER OG

BÆREDYGTIGE LØS

SAMARBEJDER...

RESPONSIBLE HOSPITALITY DAY

2017 marked the International Year of Sustainable Tourism for Development. BC Hospitality Group used the occasion to launch Responsible Hospitality Day in August 2017. Our ambition has been to create a new platform on sustainability in our local hospitality sector (accommodation, tourism and food). A stage for sharing perspectives and in partnership form new innovative solutions. Participants included competitors, customers and suppliers. Learning institutions, municipalities, business associations and other interested parties were also present.

Responsible Hospitality Day '17 launched with talks, best practice cases, workshops and debates. Activities all took an outset in three primary SDG's where our industry has a large impact: 8 (Decent Work and Economic Growth), 12

(Sustainable consumption and production) and 17 (Partnerships for the goals). Topics included refugees in the workplace, environmental certifications, sustainable sourcing and food waste. All participants completed ideas and challenge cards throughout the day on each topic.

As an industry, we make a big impact on our surroundings - both positive and negative. And we truly believe that solutions to promote sustainable practices need the engagement of many stakeholders. The event was a big success, and we plan to host another Responsible Hospitality Day in 2018.

See more about Responsible Hospitality Day '17 in the video below:



SUSTAINABILITY THAT COUNTS

Sustainable sourcing is a complex matter with many facets and stakeholders. Sustainability That Counts is our answer to this challenge. By taking a holistic approach to sourcing, we work to increase transparency and create a positive impact where it really counts. For example by removing links in our supply chain that do not add value. Or investing in sustainable and ethical materials, products and services. These steps all help us reduce our climate impact, promote animal welfare, safeguard fair labour practices and improve traceability. All while benefiting our business at the same time.

BC Hospitality Group requires all material suppliers to accept our Supplier Code of

Conduct. This means living up to specified standards concerning human and labour rights, environmental practices, anti-corruption and other industry standards.

As a company we are committed to improve supply chain transparency. In addition to our Supplier Code of Conduct we have open and proactive dialogues with our suppliers. This help us to identify negative issues and work with them to adjust practices accordingly.

Food and Beverage procurement is central to our business activities. We support our supplier selection with the following additional principles for sustainable sourcing, when possible.



LOCAL

Local sourcing stimulates our local economy. Products are fresh and short transportation reduces our climate impact. We define local as a range of 300 km from our headquarters in Copenhagen.



SEASONAL

Seasonal products are healthier, more cost-effective and environmentally friendly. Seasonal food is very often also local.



FAIRLY TRADED

We support fair trading conditions and encourage sustainable farming in developing countries through our sourcing. When we have limited insight into trade and labour conditions, we prefer to buy Fair Trade certified products.

It is equally important to us that products also live up to our quality standards and are available at an affordable price. When purchasing products that are not e.g. organically certified/labelled, we practice due diligence towards the supplier. For example through direct engagements with suppliers, visiting sites and working with experts to ensure best practice regarding the product.



ORGANIC AND BIODYNAMIC

Less harmful chemicals and pesticides in our food mean healthier body and mind. It also keeps our ground water clean for future generations.



ANIMAL WELFARE

We buy meat from local farmers that are committed to animal welfare. We also believe that the highest quality meat comes from healthy animals.



SUSTAINABLE SEAFOOD

By primarily buying MCS or ASC certified seafood, we help protect our marine environment and reduce overfishing in our oceans.





ACCOMPLISHMENT OF THE ORGANIC CUISINE LABEL



The Danish foodservice industry has a state-controlled label indicating the share of organic raw food products used in the kitchen. We are very proud that our breakfast restaurant Storm at Crowne Plaza Copenhagen Towers as well as our Orango café have both been awarded the ‘Silver’ Organic Cuisine Label. The Silver label is proof that 60-90% produce used in the kitchen is organic. It is a great accomplishment of our staff who is both proud and motivated by the recognition.

At the same time, these certification labels are testament to our ambition of serving sustainable and high-quality food products for our guests. The share of organic food and beverages (by weight) purchased from our main supplier (Hørkram) is outlined below for each business unit:

ORGANIC FOOD SHARE	2016	2017
Crowne Plaza Copenhagen Towers	27%	36%
Copenhagen Marriott	12%	17%
AC Hotel Bella Sky Copenhagen	22%	32%
Bella Center Copenhagen	14%	18%
BC Hospitality Group	18%	26%

ANIMAL WELFARE

When it comes to meat production, animal welfare is an important pillar of sustainability. It is an issue we care deeply about. The eggs we use in our breakfast and other dishes are all organic and free-range. We prioritize meat from suppliers who offer respectful and quality care for their animals.

In 2018, we aim to provide further awareness and training for our chefs. To empower them to make even more sustainable decisions in their daily purchasing. The following table outlines the percentage of meat acquired from suppliers² with high standards in animal welfare:

ANIMAL WELFARE	2016	2017
Crowne Plaza Copenhagen Towers	51%	54%
Copenhagen Marriott	60%	70%
AC Hotel Bella Sky Copenhagen	52%	52%
Bella Center Copenhagen	60%	56%
BC Hospitality Group	56%	62%

² Hopballe Mølle, Nordic Beef Haslund, Frijsenborg, BCHG meat/Flæsk & CO

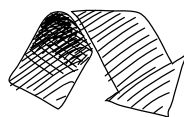


PORK BY BC HOSPITALITY GROUP

One highlight of our Sustainability That Counts philosophy is a new partnership involving our pork procurement. The pork used in BC Hospitality Group now originates from our own pigs raised at the farm, Henrikfälts Gård just 80 km from our headquarters. By making the supply chain as short and transparent as possible, we fully control that animals are treated well; that we source a local product, and that we get sustainability and high quality at a cost-competitive price

We are currently working to create a more in-depth overview of our suppliers (food and non-food). Once this analysis is complete in the spring of 2018, we will produce a materiality assessment of our products and suppliers.

The assessment will form the base of our forthcoming action plan on sustainability and transparency issues.



HENRIKFÄLTS GÅRD

- Focus on animal welfare
- No tail docking
- Cultivation of own feed and use of own fertilizer



KNORREVÅNGEN SLAKT

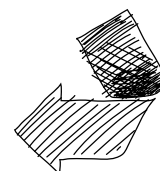
- Careful transport to slaughter house
- Stress-free environment
- Use of whole animal



BC HOSPITALITY GROUP

BC HOSPITALITY GROUP

- Use of local suppliers
- Reduction of food waste
- High quality meat, cost-effective and sustainable product



CLIMATE AND ENVIRONMENT

GRI: 102-11, 103-1:3, 301-1, 302-1, 302-3:4, 303:1, 304:1, 306:2

SDG: 2, 7, 12, 13, 17

UNGC: 7,8,9

Awareness of our use of natural resources is central to Responsible Hospitality. When it comes to our waste production, energy and water usage, analysis is key to making positive change. We measure our efforts and set ambitious goals for improvements. We encourage a culture of environmental consciousness and responsible decision making.





ENERGY

Energy is a vital resource for all of our operations. We constantly focus on energy efficiency, share best practices aimed to reduce our carbon impact without harming the service experience. The on-going collection and analysis of data is crucial to improving our performance.

We set goals and implement projects to reduce energy use, all documented through our DS 49001, ISO 14001 and Green Key certifications.

Our property management teams are key to driving energy reductions and savings.

Using a combination of historical energy and weather data they forecast future energy consumption and predict the impact of performance on cost.

They invest in energy efficiency projects and guide changes in operational staff practices.

TOTAL ENERGY CONSUMPTION BY BUSINESS UNIT:

	Total Electricity (MWh)		District Heating & Cooling (MWh)		Total Energy (MWh)	
	2016	2017	2016	2017	2016	2017
Forum	854	671	1045	892	1899	1563
Crowne Plaza Copenhagen Towers	2514	2349	1080	1689	3594	4038
Copenhagen Marriott	3479	3324	4119	3471	7598	6795
AC Hotel Bella Sky Copenhagen	4643	4666	3776	3835	8419	8501
Bella Center Copenhagen	10123	8767	12734	7986	22857	16753
BC Hospitality Group	21613	19777	22754	17873	44367	37650

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

	kWh / PGN	
	2016	2017
Crowne Plaza Copenhagen Towers	28,2%	29,6%
Copenhagen Marriott	43,3%	37,6%
AC Hotel Bella Sky Copenhagen	28,0%	26,5%

While energy usage has been reduced at most units, Crowne Plaza Copenhagen Towers is currently undergoing renovations of its ATES Groundwater heating and cooling system. As a consequence 2017 and 2018 sees a spike in the use of district heating and cooling, until renovations are complete.

ENERGY REDUCTION AT BELLA CENTER COPENHAGEN

In 2017, we continued our collaboration with Schneider Electric to reduce energy consumption at our congress venue, Bella Center Copenhagen. We have since implemented multiple initiatives with immense positive impact on electricity and heating usage.

Results that are benefiting our bottom-line as well the climate in terms of reduced CO2 emissions. The reductions stem from investments in new equipment, a new energy management system and training of key staff members.

We compare our progress to a baseline (2014-2016), and have in 2017 reduced our total energy usage by 19% and 564 tons CO2 reduction. In the year to come, Bella Center Copenhagen aims at additional energy reductions from better insulation and a three-year LED project. Our goal is to reduce our energy usage by 25% by 2021 compared to our baseline.

See more on our energy optimization collaboration with Schneider Electric here:

WATCH VIDEO

WASTE

At BC Hospitality Group we have incorporated a series of initiatives aimed to reduce, reuse and recycle our waste. In the course of 2018, Copenhagen Marriott and AC Hotel Marriott Copenhagen will introduce waste separation bins in all hotel rooms.

	Incineration (KG)	Sorted (KG)	Landfill (KG)	Organic (KG)	Hazardous (KG)	Total (KG)
Crowne Plaza Copenhagen Towers	180.160	34.925	320	64.000	55	279.460
Copenhagen Marriott	199.740	32.940	3.100	41.540	332	277.652
AC Hotel Bella Sky Copenhagen	268.840	45.040	200	26.819	0	340.899
Bella Center Copenhagen	503.520	200.617	19.320	13.100	260	736.817
BC Hospitality Group	1.152.260	313.522	22.940	145.459	647	1.634.828

FOOD WASTE REDUCTION

In 2016, we launched a food waste reduction pilot at Crowne Plaza Copenhagen Towers. The goal was to identify opportunities for reducing waste through self-audit procedures in our kitchens. The pilot sparked a cross organisational project, where all business units now measure food waste for each serving. This in turn has led to a re-evaluation of our actions within our entire food and beverage operations chain, from purchasing habits to plate preparation.

Wise up on waste

Instead of manually registering our food waste, we have now implemented a dedicated app, Wise Up on Waste, which makes registration and documentation much more convenient. Despite

not having data for the entire 2016, we quickly detected reductions in our food waste following the launch of our app. The daily digital reminders created noticeable changes in kitchen procedures, and our chefs now work together across business units to optimise and improve results.

At the time of writing, we have set specific goals on food waste for our hotel breakfast servings. Goals for other servings will follow in the first quarter of 2018. The breakfast buffet is one of our main serving periods and we have decided to start by focussing here. Through a combination of staff training, guest awareness and new tableware, we hope to accomplish the following goals:

Grams of breakfast waste per cover			
	Crowne Plaza Copenhagen Towers	Copenhagen Marriott	AC Bella Sky Copenhagen
2018	60	80	55





Treatbox

When it comes to fighting food waste, Restaurant BARK at Hotel Crowne Plaza Copenhagen Towers is at the forefront. As the first restaurant in Denmark, it offers guests the new Treatbox, a 100% biodegradable box that replaces doggy bags made of foil and plastic. Treatbox was developed through a partnership with Unilever Food Solutions, KLS Pureprint and REFOOD. The initiative is open for other restaurants and food outlets in both Denmark and abroad.

While Danish consumers are generally good at combating food waste, very few take leftovers home after a restaurant visit. A recent survey³ shows that 75% of Danes would like to take leftover food home, but only 25% has been offered the opportunity.

BC Hospitality Group wants to support the movement of overcoming these barriers rooted in Danish Culture, where many also consider it embarrassing to take home food from a restaurant. Instead, we like to think the courteous offer of a Treatbox is just an extra element in a good service experience.

Likewise, café Orango will also continue its partnership with Too Good To Go, where food with a short expiration date can be bought via an app at heavily discounted prices. This initiative helps us reduce food waste dramatically at the café.

CARBON

Tracking carbon emissions⁴ gives us a great opportunity to understand our tangible impact on climate and the environment. We focus on driving reductions in energy usage, which has the most influence on our carbon emissions; as well as reducing food waste in our venues.

We reduced actual carbon emissions by 14% in 2017 over 2016.

TON CO2	Scope 1	Scope 2	Total (1&2)	
	2017	2017	2017	2016
Forum	0,4	279	279,36	344
Crowne Plaza Copenhagen Towers	140	0,2	140,2	54,6
Copenhagen Marriott	56,9	1.258	1.314,9	1.446
AC Hotel Bella Sky Copenhagen	16,2	1.628	1.644,2	1.615
Bella Center Copenhagen	2,1	3.163	3.165,1	4.119
BC Hospitality Group	215,6	6.328,2	6.543,8	7.578,6

³ See more: <https://treatbox.dk/>

⁴ Carbon emissions calculated via klimakompasset.dk

WATER

WATER USAGE

While we already encourage our guests to re-use their towels, Copenhagen Marriott will implement the brand-wide Respect the Towel initiative. This means that linen and towels will only be changed upon explicit request from the guests.

The increase in water usage at Crowne Plaza Copenhagen Towers, can be attributed to an increase in catering events and the subsequent production process

	Total Water m3		Usage per guest night m3	
	2016	2017	2016	2017
Crowne Plaza Copenhagen Towers	25,462	29,549	0.20	0.22
Copenhagen Marriott	37,512	37,778	0.21	0.21
AC Hotel Bella Sky Copenhagen	50,885	38,292 ⁵	0.17 ⁶	0.12
Bella Center Copenhagen	29,550	27,557		
BC Hospitality Group	122,383	133,176		

GROUNDWATER

In recent decades, more and more groundwater in Denmark has been affected by contamination due to the use of pesticides. By purchasing organic products, we support farmers in reducing the risk of polluting our valuable groundwater.

In 2017 alone, BC Hospitality Group spared some 178 million litres of groundwater from contamination due to our organic purchases.

⁵ Due to a faulty water meter these numbers are not accurate

⁶ Due to a faulty water meter these numbers are not accurate



RESOURCE MATERIALS USED

As Scandinavia's largest exhibition and congress centre, Bella Center Copenhagen uses a wide range of materials in its temporary event productions. As we only provide support services when customers organise their own events in our facilities, it is not possible to make an accurate assessment of the total weight or volume of materials used. We are, however, aware of our own use and have identified some significant facts. In 2017, Bella Center Copenhagen used 119,879 m² (2016: 214,521 m²) of carpet, as well as 92.000 m (2016: 118,000 m) of steel wires for its events.

BIODIVERSITY

Bella Center Copenhagen, AC Hotel Bella Sky Copenhagen and Crowne Plaza Copenhagen Towers are all neighbouring Amager Fælled, a nature reserve with a rich animal and plant life. We make sure that our operations do not leave a negative impact on our surrounding nature and its biodiversity. In collaboration with the social enterprise Bybi, we are hosting thousands of urban bees. The bees contribute positively to the biodiversity of Copenhagen and despite a cold and rainy summer in 2017, 114 kg of honey was harvested from our eight beehives produced. The bees are attended to by a team of 35 beekeepers and assistants from the local community. They included formerly homeless persons, refugees and long-term unemployed people from 13 different countries.





COMMUNITY ENGAGEMENT

GRI: 102-8, 413-1

SDG: 4, 8, 10, 17

UNGC: 1, 6

Our hotels and venues stimulate the economy of Copenhagen and surrounding communities by attracting and accommodating business and leisure tourists alike. Through our venues and exhibitions, we host and create events that also enrich our community culturally. We provide numerous jobs and work with local organisations, municipalities and educational institutions to make a positive difference. BC Hospitality Group has special focus on skill development and creating job opportunities for those finding it difficult to join the Danish labour market.

SKILL DEVELOPMENT AND JOB OPPORTUNITIES

One of the major risks facing our organisation is a shortage of qualified work candidates. Forecasts of the Danish labour market predict this risk to increase within our industry over the coming years. BC Hospitality Group has always sought to create jobs and opportunities for skill development for those finding it difficult to join the Danish labour market. We will continue this strategy as it helps disadvantaged groups as well as our own business.

We work with local municipalities and Job Centres to provide internships. This is a good opportunity for us to find and cultivate new talents for our organisation. BC Hospitality Group also

provides vocational internships and work experience opportunities for students of educational institutions. In the year to come, we will engage ourselves even more in youth development projects in order to make our industry and relevant educations more attractive for the future workforce.

The table below shows our internships distributed across BC Hospitality Group. In 2017, 43% of Job Centre and student internships resulted in employment within our organisation. In addition, 22% of student interns were offered employment at the end of their internship during 2017.

	Student Interns		Job Center Interns		Vocational Interns	
	2016	2017	2016	2017	2016	2017
Crowne Plaza Copenhagen Towers	4	6	24	2	12	10
Copenhagen Marriott	7	8	8	27	2	3
AC Hotel Bella Sky Copenhagen	1	9	3	2	24	30
Bella Center Copenhagen	13	14	29	13	3	5
BC Hospitality Group	25	37	64	44	41	48

ADDING SOCIAL-ECONOMIC VALUE

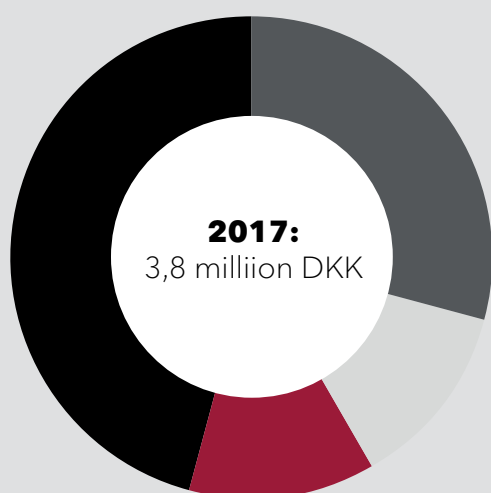
BC Hospitality Group is an active member of The Business Forum for Social Responsibility (VFSA - Virksomhedsforum For Social Ansvar), an advisory board to the Danish Minister of Employment. The forum has developed a tool that shows the socio-economic value a company creates by employing people from the margins of the labour market (e.g. long-term unemployed, refugees, etc.).

For BC Hospitality Group, the tool can help make the socio economic value of our CSR initiatives visible and track our on-going developments.

Calculations are made from two simple parameters⁷: Saved public expenditure of government benefits and increased tax revenues.

Calculations are made based on Job Center interns and persons on a wage subsidy, whom BC Hospitality Group consequently offered employment⁸, as well as their average annual income. These calculations are not exact science but should be considered as an approximate indication of the socio-economic value impact.

[WATCH VIDEO](#)



24 persons:

- 11 Integration benefits (integrationsydelse)
- 3 Unemployment compensation (dagpenge)
- 3 Unemployment benefits (kontanthjælp)
- 7 Unemployment benefits (ledighedsydelse)

⁷ It does not take into account derived effects such as savings in healthcare, activation, housing, lower crime rates etc.

⁸ We have only included persons who received permanent positions within BC Hospitality Group and have not included the numerous on-callers who work an uneven number of hours each year.

REFUGEE JOB ACADEMY

During May-August 2017, BC Hospitality Group once again teamed up with Roskilde Municipality to train recently arrived refugees as well as long-termed unemployed. 29 participants underwent training as Housekeeping Attendants in the Housekeeping Department at Copenhagen Marriott.

Participants received English language lessons, additional skills training as well as on-the-job training. The municipality also made mentors available to assist with cultural or other challenges.

The programme led to the permanent employment of 12 Housekeeping Attendants from this group.



**Job search
through Roskilde
and Greve
Municipality**

- JOB CASTING
- SCREENING BY BCHG AND MUNICIPALITY

**English
Language
Lessons**

- LANGUAGE SCHOOL
- LANGUAGE TESTS

**Introduction
and bootcamp**

- ERGONOMICS TRAINING
- SAFE SPACE TRAINING
- HOUSEKEEPING TRAINING

**Workplace,
brand and
tempo training**

- SERVICE AND HOSTING TRAINING
- TEMPO AND ROOM TRAINING
- CHEMICAL AND ECOLAB TRAINING

**Ordinary
employment**

- HOUSEKEEPING ATTENDANT
- PERMANENT JOB

COMMUNITY ACTIVITIES

We support charitable and educational organisations on an on-going basis. Some of the organisations and events supported by BC Hospitality Group and our employees include:



PAVING THE WAY FOR YOUTH IN HOSPITALITY

The growing hospitality sector in Denmark demands a call for action. We need to attract qualified candidates while also helping young people get a good start to their careers. As part of these efforts we have formed a partnership with a local public school.

The partnership aims to create a better connection with the youngest generation. Activities include visits to our hotels, meeting employees and different project work. In 2018, we will continue to invest in creating more opportunities for the youth. This include pre-employment initiatives, on-the-job training and partnerships with community stakeholders.



LITTLE BIG HELP

Copenhagen Marriott was once again the main sponsor and host venue of the Little Big Help Charity Event 2017. It was a unique evening with entertainment from several major Danish artists in the music and entertainment industry.

The fundraiser and auction raised a record DKK 1.8 million for more than 500 vulnerable children and women in India.



CHRISTMAS HELP

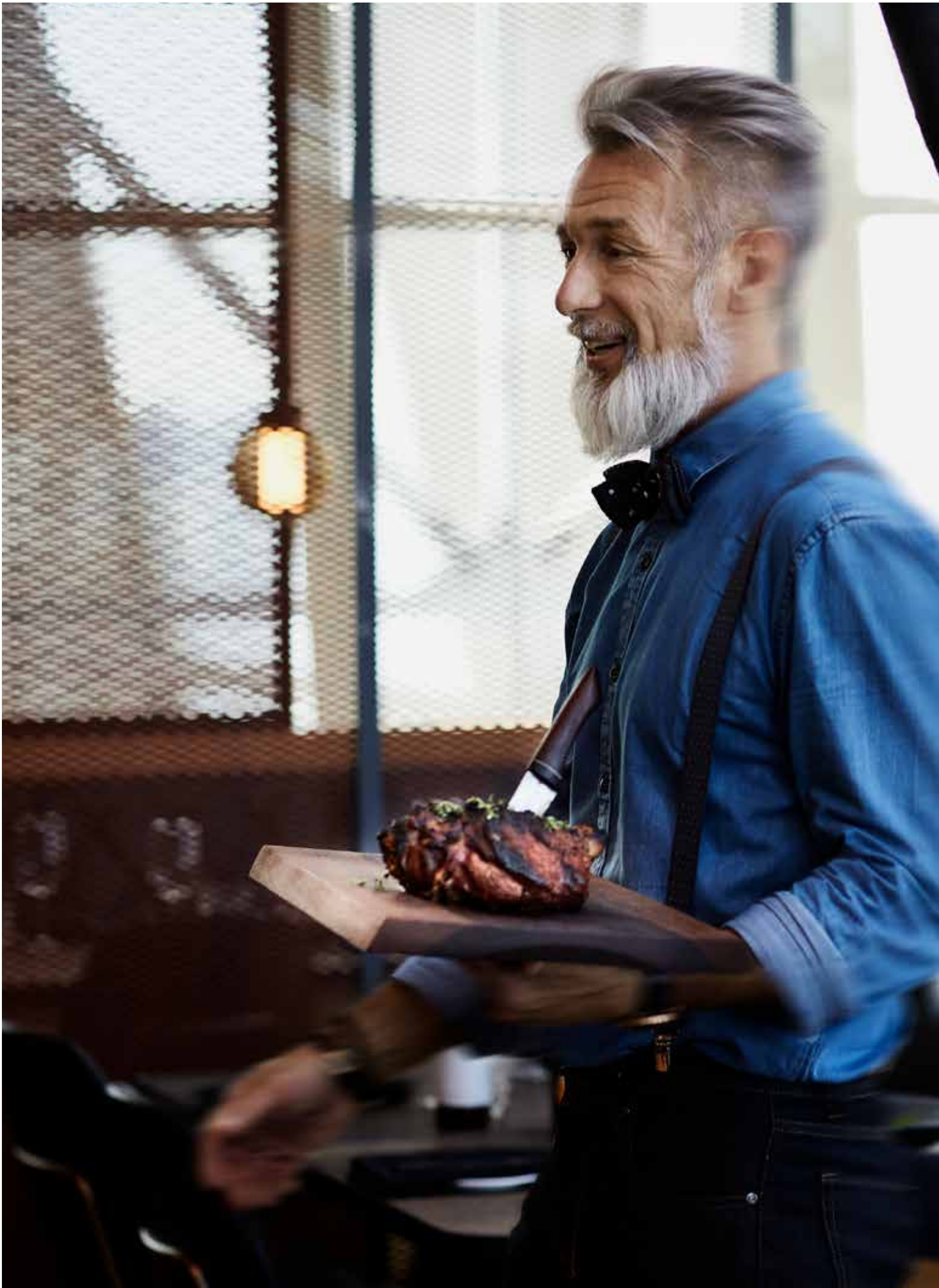
BC Hospitality Group once again had the pleasure of supporting the Salvation Army's Christmas Help programme in 2017. The programme supports vulnerable families in our local community with food and toy donations. In addition to providing storage space at Bella Center Copenhagen, many employees across the Group helped pack thousands of Christmas presents for the disadvantaged families.

In addition, our hotels sponsored food and volunteers for a Christmas lunch for 70 people at a local homeless shelter. Hotel Crowne Plaza Copenhagen Towers also hosted a Christmas party for 40 refugees and their families for Egedal Refugee Network



SUPPORT AND AWARENESS OF WORTHY CAUSES

BC Hospitality Group also supports various other events and organisations either via donations or through awareness campaigns. In 2017, these included UNICEF, Løkkefonden, Team Rynkeby, The Danish Cancer Society and Ronald McDonald House at Copenhagen University Hospital for the families of children with cancer.





WORKPLACE

GRI: 102-7, 102-18, 103-1:3, 404-2, 405-1, 412-2

SDG: 3, 4, 5, 8, 10, 17

UNGC: 1-6

Our people are our most important asset. To create exceptional service experiences, we need skilled and motivated colleagues - and we are determined to give them the best opportunities for development. We aspire to be a workplace where inclusion, respect and fairness are front and centre. We simply want to be a great place to work.

GOVERNANCE

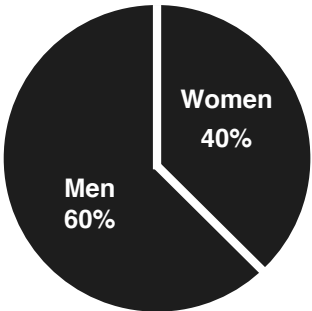
The governance structure of BC Hospitality Group includes a Board of Directors and an Executive Board. In addition, there are several specialist committees dealing with matters falling within their respective fields. These include our BC Academy Advisory Board, Works Committees as well as our Health and Safety Committees in all business units.

The governance structure of Crowne Plaza Copenhagen Towers involves a separate Board of Directors and Executive Board.

DIVERSITY OF GOVERNANCE BODIES (GENDER DISTRIBUTION)

Where ever possible, BC Hospitality Group strives for equal gender representation within its boards, departments, committees and management. While we acknowledge, that we have not yet reached our own ambitions, at this time we do not find it necessary to initiate additional policies or specific initiatives on the matter.

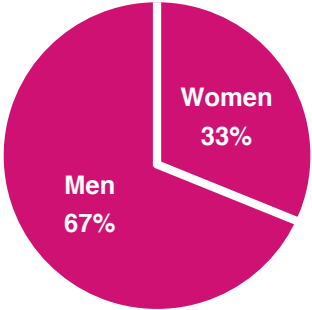
BC Hospitality Group Board of Directors:



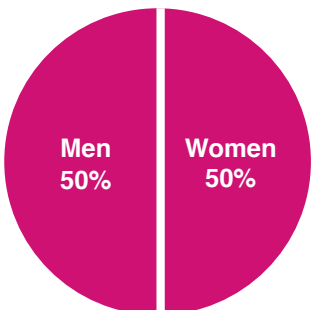
BC Hospitality Group Executive Directors:



Crowne Plaza Copenhagen Towers Board of Directors:



Crowne Plaza Copenhagen Towers Executive Directors:

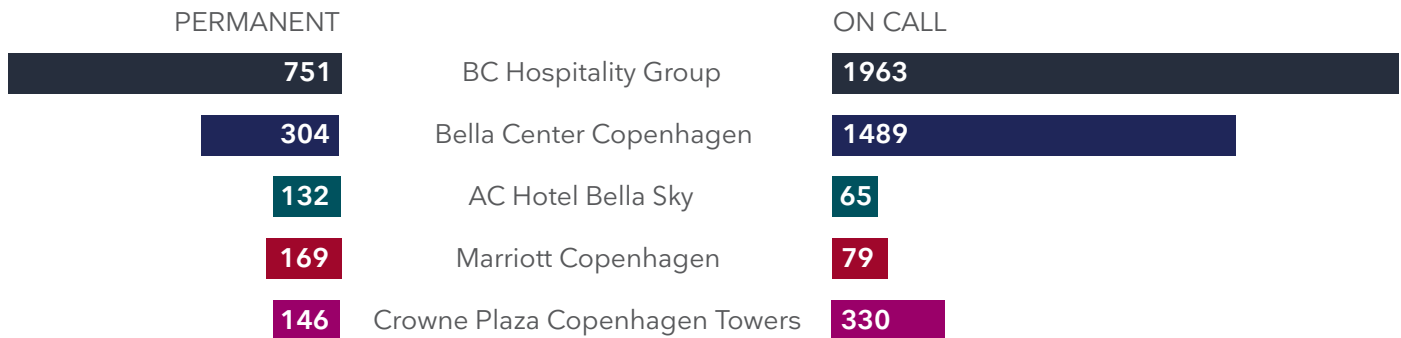


EMPLOYEE DEMOGRAPHIC

The seasonal nature of our business means that we have a large number of on-call staff members.

Still, our permanent workforce has increased by 22,7% over the past year.

TOTAL NUMBER OF EMPLOYEES



COLLECTIVE AGREEMENTS

The figures below show the share of total employees covered by collective agreements and the share of salaried employees in each business unit. The collective agreements also contain provisions on the election of union representatives.

The duty of the union representatives is to address any arising disputes and to maintain a peaceful co-operation in the workplace. BC Hospitality Group encourages its employees to elect trade union representatives. Currently, there are six union representatives at BC Hospitality

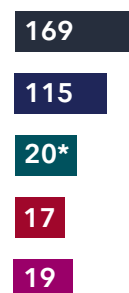
Group, representing three different trade unions.

All salaried employees with more than 3 months of company-seniority and a 30+ hour workweek are covered by 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.

COLLECTIVE AGREEMENTS



SALARIED EMPLOYEES



LEARNING & DEVELOPMENT

Our in-house learning platform, BC Academy has been running successfully for about two years now. It offers regular training and courses to our employees with a number of benefits. It brings people together across our various departments and functions. It develops competencies and skills of our employees and managers.

At the same time, it allows us to pursue our ambition of being an attractive workplace, by giving people the opportunity to develop their professional expertise. In our employee survey, it is also clear that employees appreciate opportunities for learning and development.

In 2017, we especially promoted our human rights and human trafficking courses. In 2018, we aim to implement a standard Responsible Hospitality Module to foster more sustainable practices in our company culture.

BC Academy offers internal, external and risk management training. 561 participants were part of the academy in 2017. A great improvement from 126 in 2016. In 2018, our goal is to retain this participation rate

GREAT PLACE TO WORK

We care deeply for the wellbeing of our passionate and skilful colleagues, which is why we choose to participate in the Great Place to Work survey.

The workplace assessment is based on confidential and anonymous feedback of our employees. It measures the behaviours that lead to a trusting workplace environment, the most critical factor for creating a healthy workplace.

Our score on the Great Place to Work Trust Index is considered a central KPI for all business units. And we use the survey insights to continuously improve the welfare of our team.

We are proud of the fact that all units met their Trust Index goal for 2017. Great Place to Work annually publishes a list of Denmark's Top 100 workplaces. In 2017, all three of our hotels ranked in the Top 35 in the list for Medium- Large Companies, which was also our own ambition

TRUST INDEX	Goal 2017	Result 2017	Goal 2018
Crowne Plaza Copenhagen Towers	85%	85%	85%
Copenhagen Marriott	80%	86%	85%
AC Hotel Bella Sky Copenhagen	85%	88%	85%
Bella Center Copenhagen	80%	81%	80%

SOCIAL EVENTS & WELL-BEING

We are convinced that a healthy lifestyle and a great company spirit are prerequisites for motivated and happy employees. One of the ways we promote this is through our social events and activities. Once again we participated in the annual DHL Relay Race (DHL Stafetten), we

organized running teams, after work Friday Bar, gave Christmas presents, annual staff party etc. Furthermore, BC Hospitality Group offers many attractive staff benefits such as discounts on hotels and restaurants, skin care, fitness and more.





INCLUSION, DIVERSITY AND EQUALITY

When employing and serving people of so many backgrounds, cultures and nationalities, it is important that we foster inclusive environments.

We also believe that our diversity is a strength that sparks innovation and a dynamic environment. In our recruitment and team creations, we use tests of characters to ensure that colleagues com-

plement each other, and that we create diverse and inclusive teams.

We are proud of having a very equal gender distribution in our collected workforce. Another factor we look at in measuring diversity is the number nationalities represented in our workplace. With more than 69 nationalities - we are truly a global workplace in Denmark

TRUST INDEX	Number of nationalities (Permanent Employees)
Crowne Plaza Copenhagen Towers	38
Copenhagen Marriott	44
AC Hotel Bella Sky Copenhagen	27
Bella Center Copenhagen	27
BC Hospitality Group	69



EMPLOYER BRANDING CAMPAIGN

In order for BC Hospitality Group to attract the best talent, we are launching a new employer branding campaign in the beginning of 2018. We have involved many of our talented employees to show the development and career opportunities that await inside our organisation.

While acquiring new employees is important, we also understand how critical it is to inspire and retain our existing loyal colleagues.

[WATCH VIDEO](#)

HEALTH AND SAFETY

GRI: 103-1:3, 403-1:2, 410-1, 416-1, 417-1

SDG: 3,5

UNGC: 1, 2

Health, Safety and Security are the most important services that we provide for our guests, customers and employees. We want to create an environment where safety is deeply embedded in our daily operations. We operate by the highest health and safety standards including food safety systems, hygiene, sanitation standards, safety and security systems.







OCCUPATIONAL HEALTH & SAFETY

HEALTH & SAFETY COMMITTEES

BC Hospitality Group has an Occupational Health and Safety Committee for each business unit. Both employees and management are represented. Fellow colleagues elect their own representatives, and committees meet four times a year. The committee works with the review and development of health and safety incidents and procedures in the workplace. The workplace risk assessment performed by each business unit also helps identify relevant health and safety issues for employees.

OCCUPATIONAL INJURIES

During 2017, the Health and Safety committees have focused on fostering a workplace culture where accidents are always reported - no matter their severity. It is important to follow up on reasons for why accidents happen. There has been an increase in occupational injuries, especially at Bella Center Copenhagen and AC Hotel Bella Sky Copenhagen. An analysis of the accidents shows no tendencies in the rise of specific accidents. The Health and Safety Committee will appeal for increased attention and awareness in work tasks.

A general focus on registering accidents during 2017 could in part also explain an increase in registered accidents.

OCCUPATIONAL INJURIES

	No. of accidents registered	
	2016	2017
Crowne Plaza Copenhagen Towers	3	6
Copenhagen Marriott	1	1
Bella Center Copenhagen & AC Hotel Bella Sky Copenhagen	9	19
BC Hospitality Group	13	26

EMPLOYEE HEALTH

Absence due to illness has been a focus point the past year, and we have managed to reduce the absence rate, but not quite meeting our goal of 4.1%.

	Absence due to illness	
	2016	2017
Crowne Plaza Copenhagen Towers	5,74	5,34
Copenhagen Marriott	4,69	3,93
AC Hotel Bella Sky Copenhagen	3,79	6,23
Bella Center Copenhagen	4,11	3,50
BC Hospitality Group	4,48	4,44

BC Hospitality Group wants to make it easy for our employees to lead healthy lifestyles. As part of our Health strategy 2017/2018 we conducted several courses e.g. on stress management, quit smoking courses, etc. Furthermore, several awareness campaigns have been completed. Campaign topics include health, healthy

choices, employee benefits, health insurance as well as the launch of our employee bike and running clubs. The HR department also hosted three Health Days. Here, all employees could engage in dialogue with relevant experts and see demonstrations of different healthy initiatives



SAFETY & SECURITY

The safety of our guests and employees has always been one of our top priorities. We understand and appreciate that individuals and companies are more concerned than ever about their safety and security; whether it is of a leisure traveller or a large corporate event. Our procedures are reviewed often and we work closely with the relevant authorities. In 2017, we have developed a new risk assessment tool to expertly customise security solutions for events.

SAFETY AND SECURITY ACADEMY

In order to assess and respond appropriately to threatening or emergency situations, our staff receives continued training in our own Safety and Security Academy. The most important message to all employees is: See something? Do something! and is the foundation of our comprehensive Safe Space Programme. Employees receive different training. Depending on their position, this includes training in human rights, human trafficking, conflict understanding and management, confrontation handling etc. Through awareness campaigns and courses, we encourage and cultivate our employees' commitment to prevent undesired incidents and actively create a safe space for all.

DATA PRIVACY

We comply with data privacy laws when we collect and process personal data. This includes data on our own employees, our guests and customers. In 2017, BC Hospitality Group turned special attention to implementing the necessary actions to ensure compliance with the EU Data Protection Regulation beginning in May 2018

FOOD SAFETY

Our chefs and Food and Beverage managers continually reinforce the principles of food safety, a top priority within our organisation. All business units at BC Hospitality Group have only received elite smileys and exceptional reports from the Danish Ministry of Environment and Food. This attests that our units comply with food and safety rules and regulations. In addition, we operate with signs to encourage guests to ask about allergenic ingredients if pertinent to them. We also label and pack our food and beverage with full descriptions of ingredients.



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 in all hotels and venues.
- We will promote diversity in the workplace and will not tolerate 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 strategy
- 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 our 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 will look to them to set similar standards.
- We will apply 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 being 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 any violations of human rights or labour rights and do not participate in or permit corruption in all its forms.

STAKEHOLDER ENGAGEMENT MATRIX

	Key Topics	Form of engagement
EMPLOYEES	<ul style="list-style-type: none"> To promote the welfare and productivity of our employees. Creating safe and inclusive work environments. Encourage collaboration Talent and career development Employer branding and reputation 	<ul style="list-style-type: none"> Direct communication: staff meetings, intranet, bulletin boards, email, etc. Works Committee (incl. seats for trade union representatives) Health & Safety Committee Great Place to Work survey Workplace assessment reviews Suggestion boxes Collective agreements between our trade association and the workers' unions. Responsible Hospitality website and report
CUSTOMERS & GUESTS	<ul style="list-style-type: none"> Customer and guest satisfaction Quality experience Safety, security and hygiene Personal service Business ethics Value for money 	<ul style="list-style-type: none"> Direct interaction with our staff and sales representatives (in-person, phone, email, etc.) Quality reviews and surveys Group-, brand- and Responsible Hospitality websites, Social media profiles, booking and travel websites Loyalty programs Site visits Online web portals Responsible Hospitality website and report
SUPPLIERS	<ul style="list-style-type: none"> Product and operational improvement Responsible sourcing 	<ul style="list-style-type: none"> Contractual agreements Supplier Code of Conduct Continuous dialogue Responsible Hospitality website and report
GOVERNMENT & EMERGENCY SERVICES	<ul style="list-style-type: none"> Hosting government officials Business ethics, governance and transparency Safety and security Working with emergency management services, Police, etc. Sustainability performance Compliance with laws and regulations Best practice 	<ul style="list-style-type: none"> Participation in industry bodies influencing key policy issues Annual financial report Responsible Hospitality Report Fire and evacuation drills Dialogue with relevant emergency and security services regarding events and VIP's.
OWNERS & BOARD OF DIRECTORS	<ul style="list-style-type: none"> Transparent, timely, relevant and reliable information 	<ul style="list-style-type: none"> Annual financial report Responsible Hospitality website and report Board meetings and company briefings
BRANDS & CERTIFICATION BODIES	<ul style="list-style-type: none"> Compliance with standards Fulfilling brand expectations 	<ul style="list-style-type: none"> Continuously through our contact points, during status meetings, etc. Regular Brand and Safety Audits Responsible Hospitality website and report
COMMUNITY	<ul style="list-style-type: none"> Good corporate citizenship Community engagement Creating jobs in local community Environmental awareness Research and development Employee engagement Media relations 	<ul style="list-style-type: none"> Partnerships with local job centers Sponsorship activities Employee volunteering Responsible Hospitality website and report Liaison with NGOs and other private and public organizations on specific projects. Member of VFSA (Virksomhedsforum for Socialt Ansvar), whose task is to counsel the Danish Ministry of Employment about the social responsibility of businesses
BUSINESS ASSOCIATES & NETWORKS	<ul style="list-style-type: none"> Development of regulations, policies and standards Research and innovation Best practice exchange and development Insight into market analysis, trends and forecasts, training and guidance on legislation Promoting Copenhagen's local culture and Denmark as a travel destination 	<ul style="list-style-type: none"> Dialogue, networking, events Partnerships and participation in associations Presentations at conferences government policies etc., with relevance to us and to our industry

GRI CONTENT INDEX

GRI: 102-55

INDICATOR	DESCRIPTION	CHAPTER/COMMENTS	PAGE NR.
102-1	Name of the organization	About this report	3
102-2	Activities, brands, products, and services	About BC Hospitality Group	8
102-3	Location of headquarters	About BC Hospitality Group	8
102-4	Location of operations	About BC Hospitality Group	8
102-5	Ownership and legal form	About BC Hospitality Group	8
102-6	Markets served	About BC Hospitality Group	8
102-7	Scale of the organization	About BC Hospitality Group Workplace See also Annual financial Reports: Crowne Plaza Copenhagen Towers BC Hospitality Group	8 51
102-8	Information on employees and other workers	Workplace Community	51 43
102-10	Significant changes to the org. and its supply chain	About BC Hospitality Group	8
102-11	Precautionary principle or approach	Climate & Environment	32
102-12	External Initiatives	Stakeholder Engagement	14
102-13	Membership of associations	Stakeholder Engagement	14
102-14	Statement from senior decision-maker	Statement from CEO	7
102-16	Values principles, standards, norms of behavior	Responsible Hospitality	17
102-18	Governance structure	Workplace	51
102-40	List of stakeholder group	Stakeholder Engagement	14
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	14
102-43	The organization's approach to stakeholder engagement	Stakeholder Engagement	14
102-44	Key topics and concerns raised through stakeholder engagement	Responsible Hospitality	17
102-45	Entities included in the consolidated financial statements	See Annual financial Reports: Crowne Plaza Copenhagen Towers BC Hospitality Group	
102-46	Defining report content and topic boundaries	Responsible Hospitality	17
102-47	List of material topics	Responsible Hospitality	17
102-50	Reporting period	About this report	3
102-51	Reporting cycle	About this report	3
102-52	Date of most recent report	About this report	3
102-53	Contact point for questions regarding the report	About this report	3
102-54	Claims of reporting in accordance with the GRI Standards	About this report	3
102-55	GRI Content index	GRI Content Index	66
102-56	External Assurance	No external assurance	

INDICATOR	DESCRIPTION	CHAPTER/COMMENTS	PAGE NR.
103-1	Explanation of the material topic and its Boundary	Workplace Health & Safety Climate & Environment Marketplace Community	51 58 32 25 43
103-2	The management approach and its components	Workplace Health & Safety Climate & Environment Marketplace Community	51 58 32 25 43
103-3	Evaluation of the management approach	Workplace Health & Safety Climate & Environment Marketplace Community	51 58 32 25 43
201-1	Direct economic value generated and distributed	See Annual financial Reports: Crowne Plaza Copenhagen Towers BC Hospitality Group	
201-3	Defined benefit plan obligations and other retirement plans	See Annual financial Reports: Crowne Plaza Copenhagen Towers BC Hospitality Group	
201-4	Financial assistance received from government	See Annual financial Reports: Crowne Plaza Copenhagen Towers 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	
301-1	Materials used by weight or volume	Climate & Environment	32
302-1	Energy consumption within the organization	Climate & Environment	32
302-3	Energy intensity	Climate & Environment	32
302-4	Reduction of energy consumption	Climate & Environment	32
303-1	Water withdrawal by source	Climate & Environment	32
304-1	Operational sites owned, leased, managed in, or adjacent areas and areas of high biodiversity value outside protected areas.	Climate & Environment	32
306-2	Waste by type and disposal method	Climate & Environment	32
308-1	New suppliers that were screened using environmental criteria	Marketplace	25
402-1	Minimum notice periods regarding operational changes	Covered by collective agreements	
403-1	Workers representation in formal joint management-worker health and safety committees	Health & Safety	58
403-2	Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities	Health & Safety	58
403-4	Health and safety topics covered in formal agreement with trade unions	Covered by collective agreements	
404-2	Programs for upgrading employee skills and transition assistance programs	Workplace	51
405-1	Diversity of governance bodies and employees	Workplace	51
406-1	Incidents of discrimination and corrective actions taken	No incidents	

INDICATOR	DESCRIPTION	CHAPTER/COMMENTS	PAGE NR.
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Marketplace Workplace	25 51
408-1	Operations and suppliers at significant risk for incidents of child labor	Marketplace	25
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Marketplace	25
410-1	Security personnel training in human rights policies or procedures	Health & Safety	58
412-2	Employee training on human rights policies or procedures	Workplace	51
413-1	Operations with local community engagement, impact assessments, and development programs.	Community Engagement	43
414-1	New suppliers that were screened using social criteria	Marketplace	25
416-1	Assessment of the health and safety impacts of product and service categories	Health & Safety	58
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	58
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	

