



# RESPONSIBLE BUSINESS REPORT 2019

**THINK**  
PEOPLE · COMMUNITY · PLANET

# Contents

Scope and boundaries	3
About Radisson Hotel Group	4
Letter From The Chairman	6
Highlights and Planning	7
Materiality and Stakeholders	9
Organization and Governance	11
Recognition and Awards	14
Think People	15
Think Community	36
Think Planet	47
<b>Appendices</b>	
Eco-Labelled Hotels	70
UN Sustainable Development Goals	74
UN Global Compact Compliance	76
GRI Standard Disclosures Table	77
Slavery and Human Trafficking Statement	79
Auditor's Report	82



# Scope and boundaries of this report

The 2019 Radisson Hotel Group (RHG) Responsible Business Report describes the most material corporate responsibility and sustainability aspects of our operations, not the full range of our actions and data. Unless otherwise stated, the information in this report refers to the calendar year 2019. This is Radisson's first global annual Responsible Business Report. Unless indicated, achievements mentioned in this report cover all hotels which are managed, leased, and franchised by RHG. This includes 1,180+ properties which were in operation on 31 December 2019. For new hotels that were opened in 2019, or hotels that discontinued operations during the year, data is only reported for the months they were in operation. RHG has limited the reporting boundaries to areas in which the company has full control over data collection and information quality. Downstream impacts are generally excluded as we do not currently have reliable tools to measure their effect.

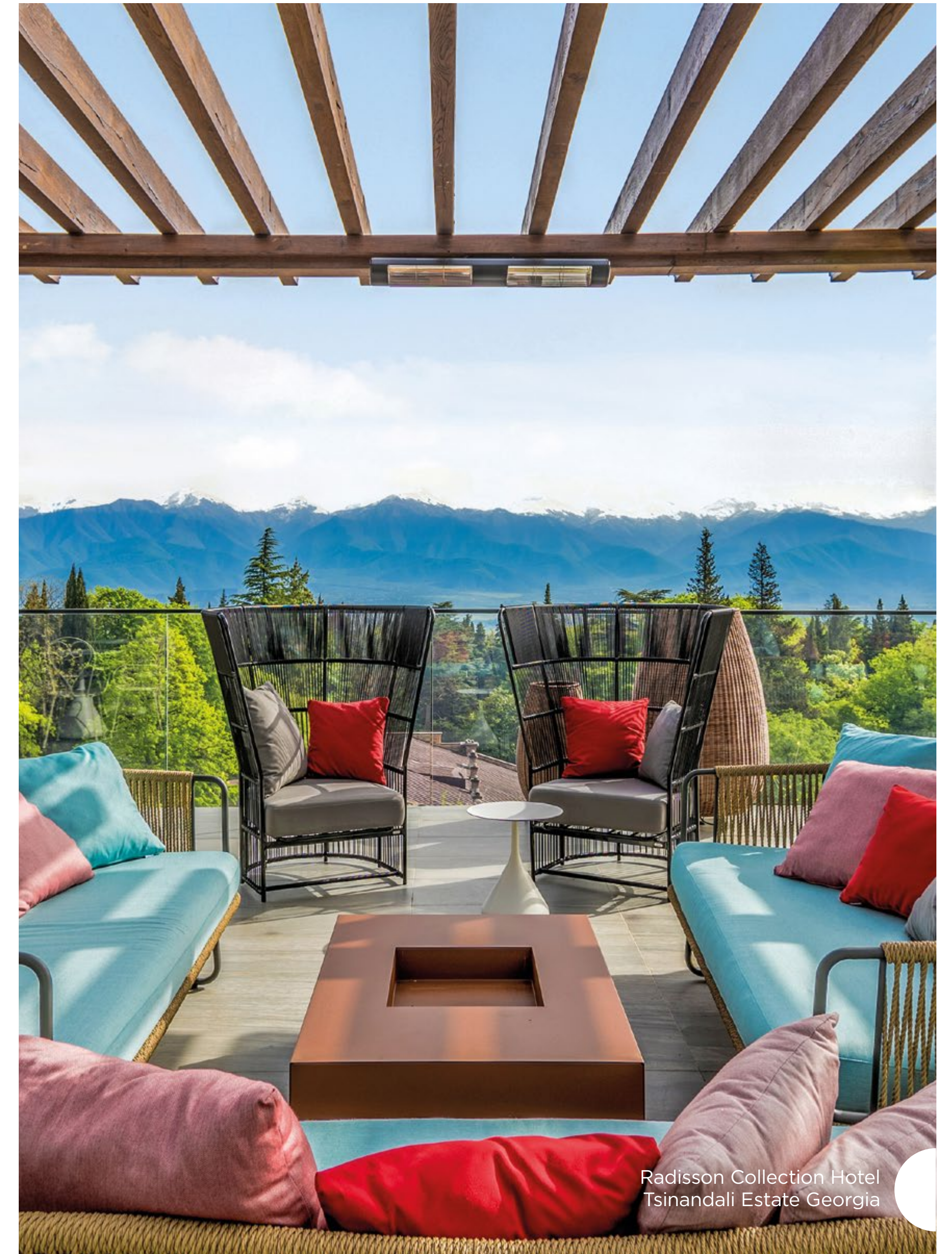
## Our business entities

Radisson Hospitality AB (publ) is a member of RHG. Through a master franchise agreement with Radisson Hospitality, Inc. in the USA, Radisson Hospitality AB operates and develops hotel brands across EMEA. Radisson Hospitality AB is headquartered in Brussels, Belgium.

This report includes Radisson Hospitality AB's 13th annual Responsible Business Report. Specific hotel data of Radisson Hospitality AB is indicated with .

Financial data presented in our Responsible Business Report is derived from audited annual accounts. For all external reporting, currencies have been converted to euros. Our financial reporting accounting principles and currency conversion rates are stated in Radisson Hospitality AB's 2019 Annual Report. Radisson Hospitality AB applies the precautionary principle. The Responsible Business Report also fulfils the statutory sustainability reporting requirements in the Swedish Annual Accounts Act (based on the EU Directive 2014/95).

This report has been prepared in accordance with the GRI Standards: Core option, [see page 76](#).



Radisson Collection Hotel  
Tsinandali Estate Georgia

# About Radisson Hotel Group

Radisson Hotel Group is one of the world's largest hotel groups in the world with seven distinctive hotel brands, and more than 1,400 hotels in operation and under development in 120 countries. Its signature service philosophy is Every Moment Matters.

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

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

Radisson Meetings places its guests and their needs at the heart of its offer and treats every meeting or event as more than just a date on the calendar. Radisson Meetings is built around three strong service commitments: Personal, Professional and Memorable, while delivering on the brilliant basics and our signature Yes I Can! service spirit and being uniquely 100% Carbon Neutral.

More than 100,000 team members work for Radisson Hotel Group and at the hotels licensed to operate in its systems.

For more information, visit:  
[radissonhotels.com/corporate](https://radissonhotels.com/corporate)



# Making a difference

Our service philosophy is Every Moment Matters. When we launched Radisson Hotel Group in 2018, we have stepped up our efforts to operate in a responsible manner that demonstrates our desire to create a better world.

As part of that transformation, we outlined our common vision, the beliefs and the behaviors that we are committed to and this has had a huge impact on how we approach our corporate responsibilities.

We are extremely focused demonstrating our commitment to sustainability and Responsible Business, in line with the targets laid out in our five-year strategic plan. There are three pillars that define our focus for Responsible Business.

The first is that we Think People at all times. Safety & Security is of paramount importance to every single one of our hotels around the world. Before guests can relax and enjoy memorable moments, they need to know that our teams are providing them with the safest possible environment to stay in. Additionally, we continue to support human rights, business ethics, and diversity in all our hotels globally.

Secondly, our teams Think Community by engaging passionately with their communities and our global charity partner, SOS Children's Villages. In support of a clearly

defined approach we provide food, shelter and a brighter future for at-risk children and youths. Throughout 2019, our teams contributed a total of €1.6m in cash and in-kind and dedicated more than 43,000 hours of volunteering time.

Thirdly, I would say that RHG is committed to operating our worldwide hotel portfolio with the lowest possible energy, water and carbon footprints as possible. We achieve this by implementing Think Planet efficiency principles in our standards, and through close cooperation with property owners, builders, and architects.

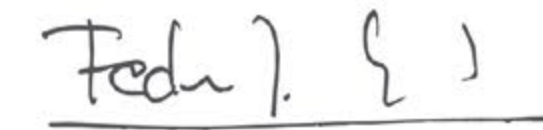
Additionally, we bring Carbon Neutrality to our guests. All Radisson Meetings are 100% carbon neutral and that is a world first at this scale. For each meeting, the carbon footprint is calculated and then automatically offset by supporting certified projects that invest in renewables or have a positive sustainable development impact, at no cost to our customers.

Furthermore, as a member of the International Tourism Partnership (ITP), Radisson has built on its global commitment to focus on carbon, water, youth employment and human rights. We are proud to work together in the wider travel and hospitality industry, to participate in significant collaborative initiatives - including the UN Global Compact, the UN CEO Water Mandate, WTTC and the Global Tourism Plastic Initiative - that work towards building a better future for all.

I believe that cross-sectoral partnerships combining asset owners, finance, sustainable solution providers and hotels in a location-based approach can be a powerful force for good towards building a better future for all with a net-zero carbon future in sight by 2050.

The customer is always at the forefront of our minds, and Responsible Business is a key element in our approach to growth and is vital to our ambition to become one of the leading hotel companies in the world. As leaders in the hospitality industry, we all have a responsibility to act now for the future.

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



**FEDERICO J. GONZÁLEZ**  
President and CEO, Radisson Hospitality AB  
Chairman of Radisson Hotel Group  
Global Steering Committee



# 2019 Highlights

## THINK PEOPLE

**1.0 million**

hours of class room and on the job training

Partnership launch with **ECPAT-USA** to drive human trafficking prevention

**251**

Hotels certified by Safehotels Alliance

**6,500**

hotel trainees

## THINK COMMUNITY

**43,000**

volunteer hours from RHG employees and hotel team members globally

**€1.6 million**

donated by RHG corporate and hotels in cash and in kind to non-profit organizations

**27,000**

children and women were provided safe drinking water for life through our towel re-use program

**686**

children sponsored with SOS Children's Villages

## THINK PLANET

**15.8%**

reduction of our carbon emissions per square meter since 2017

**1.9%**

reduction of our water consumption per occupied room vs last year

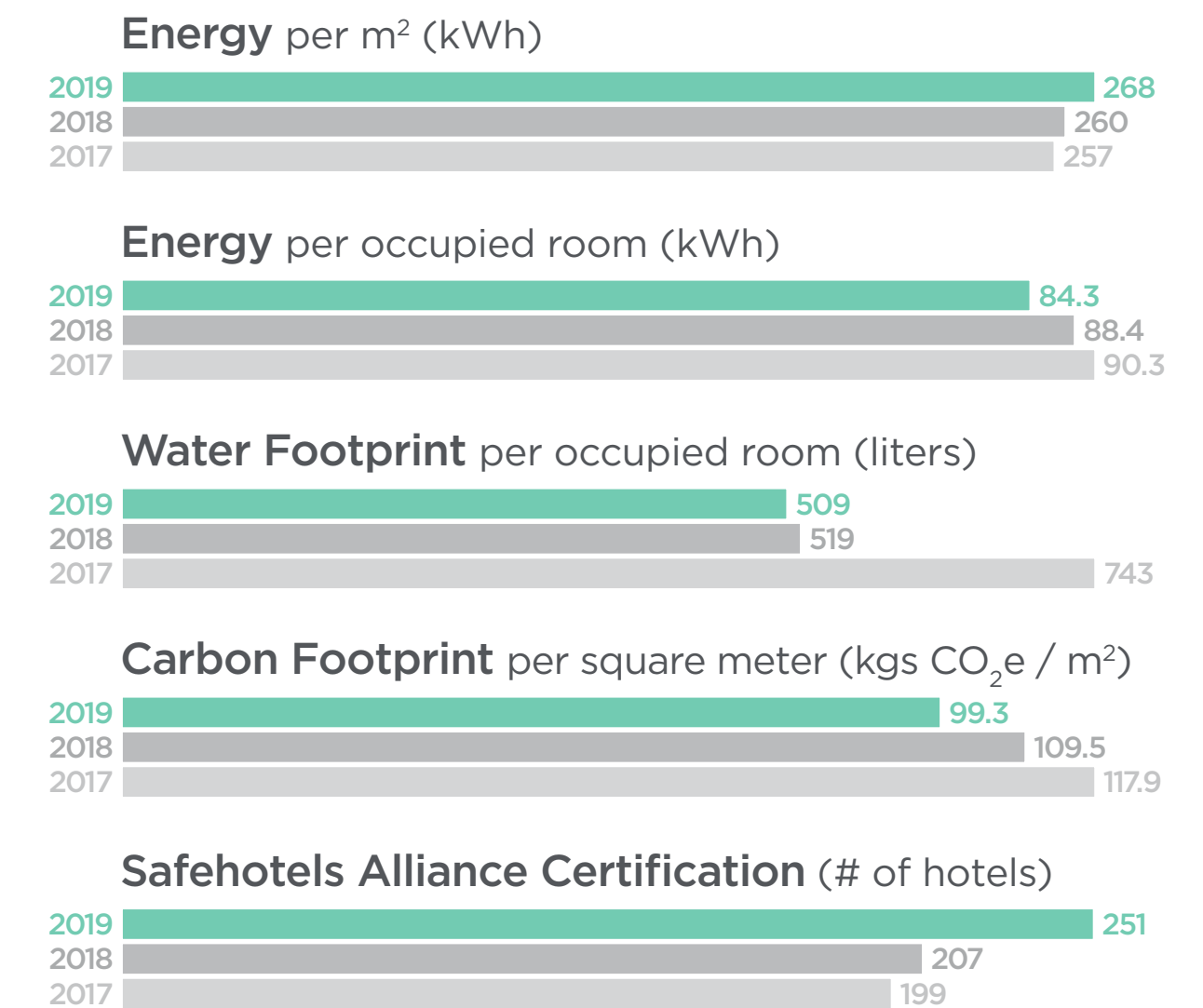
**449 hotels**

Hotels certified with eco-labels

**100%**

of our meetings and events are carbon neutral, offsetting 38,300 tons of carbon per annum

## Responsible Business Performance Indicators\*



# 5-year strategic plan

Radisson Hotel Group's ambitious and award-winning Responsible Business program started in 1989. The program's three core areas ensure that we care for people, the community and our planet and act in an ethical way.

RHG developed its 5-year strategic plan in 2017. As one of the key initiatives, Responsible Business is a strong business asset for the organization. For 2018-2022, we have defined the following Responsible Business focus areas and targets for our hotels globally. These targets align carefully and contribute to the hotel industry 2030 focus areas and to the UN Sustainable Development Goals.

The 2022 priorities of Radisson Hotel Groups's Responsible Business program are to further reduce our carbon & water footprint, to focus on human rights in the supply chain, and on creating shared value in communities in the areas of Food, Shelter and Better Futures especially for children and youth at risk.



## Think People

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

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



## Think Community

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

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

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



## Think Planet

With Think Planet we strive to build a better planet for all. We have clear targets to minimize our environmental footprint in terms of energy and water use and waste, and have achieved important progress toward these goals.

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



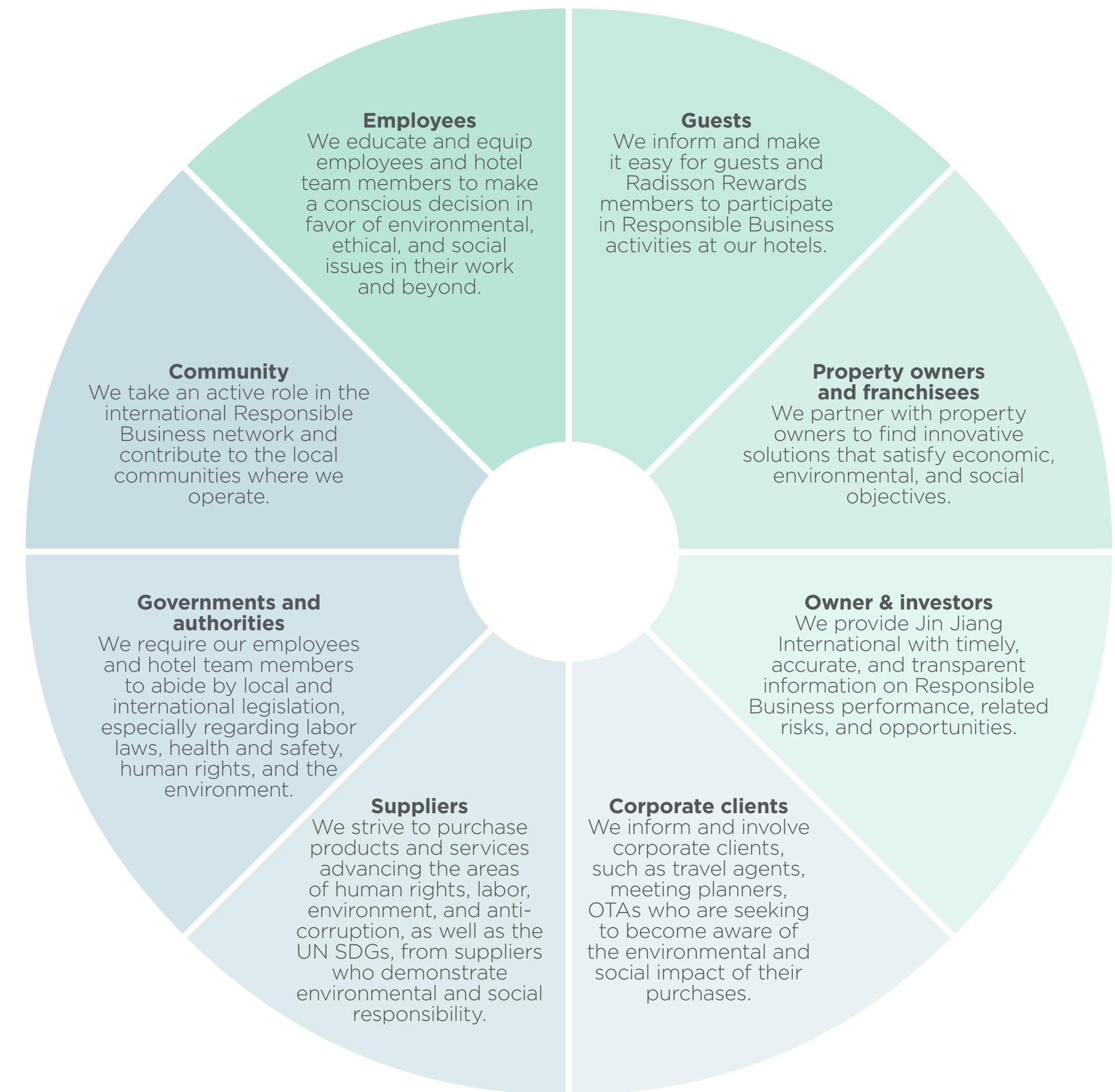
# Stakeholders

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

Our impacts influence the long term success of our organization and of our stakeholders.

We operate to high standards of performance and advocate socially and environmentally sustainable business practices. Responsible Business is the way we do business and we continuously evaluate where we stand and how we can do better.

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



# Materiality assessment

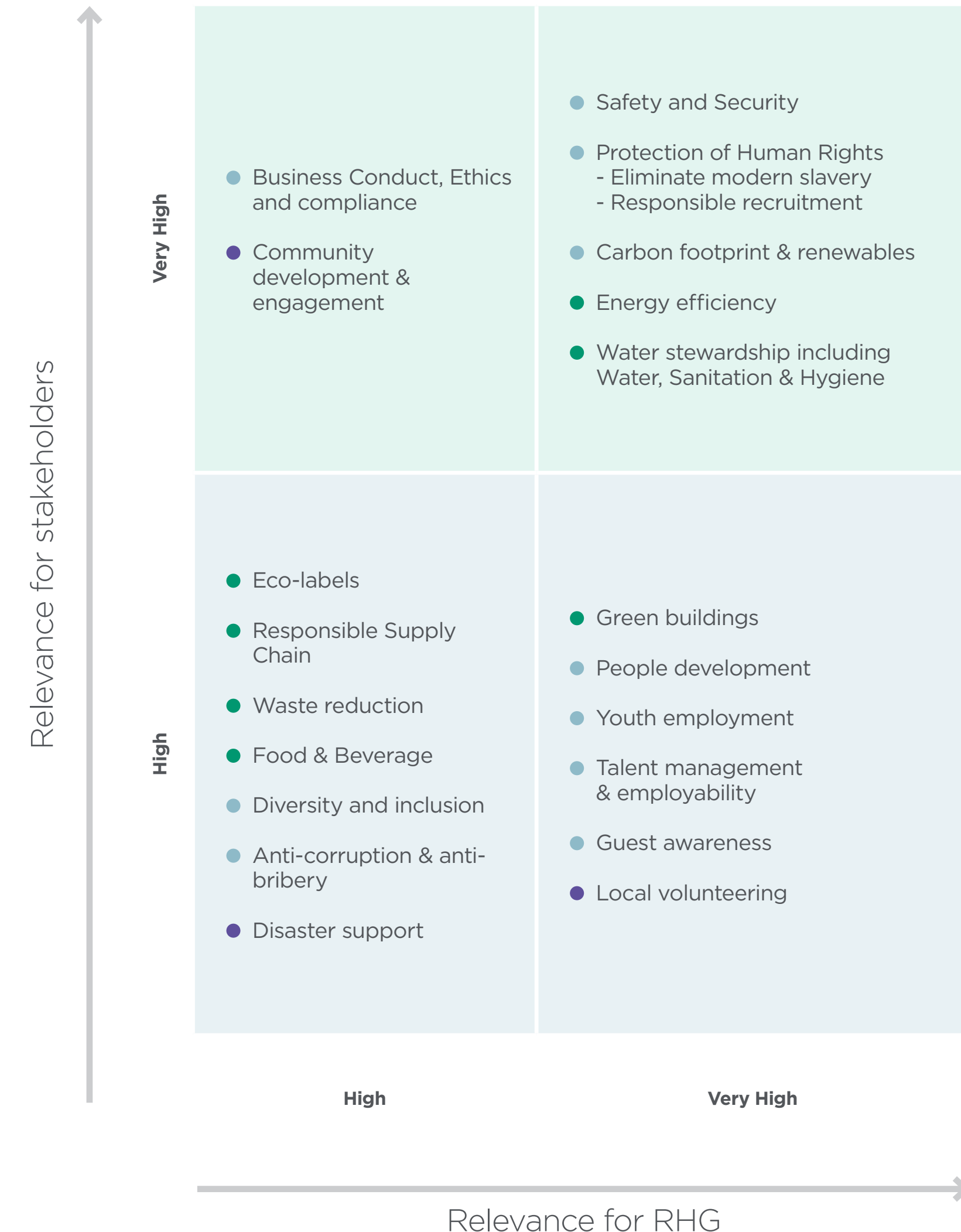
Radisson Hotel Group has to manage the impact of key economic, social, ethical and environmental topics for our industry and our company in an ever-evolving world. Guided by the Global Reporting Initiative's materiality principles and approach, RHG has done a materiality assessment to identify key issues,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

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

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

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

- Think People
- Think Community
- Think Planet



# Organization and Governance

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

## Organization

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

The global Responsible Business team sets and implements the strategy and ensures cross-departmental cooperation. The team works very closely with the Area Support Office teams.

## EMEA

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

## Americas

Following EMEA's success, RHG Americas has launched its Responsible Business champion program. This network of Champions allows hotel teams easy access to initiatives and trainings as well as best practice sharing through regular newsletters and webcasts.

## THINK team

RHG Americas launched in 2019 the THINK Team for its headquarters in Minneapolis, MN. Made of passionate corporate employees, the team engages with colleagues and local hotels on Responsible Business topics. Since its inception, the THINK Team members have rolled out initiatives such as adopting a park, donations for children in need and a bold waste-reduction program at the corporate office.

## Reporting and compliance

Monthly environmental statistics for owned, managed and leased hotels are collected in the Think Planet section of our financial reporting and consolidation system. Hotels report their full Responsible Business performance in the yearly Responsible Business Status Report, which contains over 100 checkpoints on Think People, Think Community and Think Planet. 90% of our hotels submitted an answer to the Status Report.

## Environmental issues

RHG checks the environmental compliance of all hotels. During 2019, no hotel reported environmental compliance issues.



# Memberships



## UN Global Compact

RHG has been a UN Global Compact signatory since 2009. The UN Global Compact promotes companies doing business responsibly by aligning their strategies and operations with the ten principles on human rights, labor, the environment, and anti-corruption. Signatories take strategic actions to advance broader societal goals, such as UN Sustainable Development Goals, with an emphasis on collaboration and innovation. The Compact is the world's largest voluntary corporate sustainability initiative. More than 9,900 business and other stakeholders from 161 countries take part.



## The CEO Water Mandate

### UN CEO Water Mandate

RHG was the first hospitality company to endorse the UN CEO Water Mandate in 2014. The UN CEO Water Mandate is a UN Global Compact initiative that mobilizes business leaders on water, sanitation, and UN Sustainable Development Goals. Mandate signatories work together with the United Nations, civil society organizations, governments, and other stakeholders.



## International Tourism Partnership

RHG is part of the International Tourism Partnership (ITP), a nonprofit membership organization with a reach of more than 30,000 hotels and more than 4 million rooms. RHG works with ITP and senior executives from other leading hospitality companies to address challenges, share expertise, and develop practical solutions to enable the industry to operate responsibly and grow sustainably.

Wolfgang M. Neumann, former President and CEO of Radisson Hospitality AB, has been chairman of ITP since June 2015, and Inge Huijbrechts, Global Senior Vice President, Responsible Business, Safety & Security, RHG, has been chairing the Executive Committee since April 2019.



## Overseas Security Advisory Council (OSAC)

RHG is one of the founding members of the Hotel Security Working Group (HSWG) at the U.S. Department of State Overseas Security Advisory Council (OSAC). Our company exchanges information on potential threats, conducts joint training sessions, and enables members to monitor emerging threats. The exchange of information is vital to helping our safety and security teams understand evolving threats.



## World Travel and Tourism Council

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

Federico J. González, President and CEO, Radisson Hospitality AB, and chairman of RHG Global Steering Committee, is member on behalf of RHG. The Council's key focus areas include security and travel facilitation, crisis preparedness and response, and sustainable growth.



## ECPAT

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

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

# Global goals and industry focus areas

## UN Sustainable Development Goals

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

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

RHG has analyzed its Responsible Business commitment against the UN Sustainable Development Goals. You can find a table showing how the company contributes to the UN Sustainable Development Goals on [page 74](#).



### Supporting industry focus areas for 2030

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

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

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

# Recognition and Awards

Radisson Hotel Group has received numerous awards and accolades for being an innovative leader in sustainability practices, responsible business, and its safety and security program.



2019 Buying Business Travel Awards ceremony

## Responsible Business guest recognition

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

### Guest Satisfaction Survey



The main areas of concern that guests highlighted were that Responsible Business initiatives could be more effectively communicated to guests. Guests also requested a reduction in the use of plastic at properties, such as bottles, straws and other amenities, as well as more information on recycling options in hotels.

## Highest honor

Our Russia and CIS hotels won honors in the 2019 Buying Business Travel Awards in the key category of Best Business Social Responsibility Program. Based on the global Responsible Business program, the region's efforts were recognized due to engagement in responsible business best practices.

The Business Travel Awards have been presented for more than 20 years. The awards are viewed as the most prestigious professional distinction in business tourism.

## Sustainable leaders

The Park Inn by Radisson, Duqm Hotel & Residence won the sustainability hotel of the year award at the 2019 Leaders in Hospitality Awards by BNC Publishing. This event recognizes the high standards of not only its winners, but also those companies shortlisted for the awards.

## Eco Responsible hotel award

The Ural Region Hospitality Award—organized by the Ministry of Investments and Development of Sverdlovsk Region, Center of Tourism Development and Hoteliers' Club—named Park Inn by Radisson Ekaterinburg, Russia, the best Eco Responsible Hotel in the region.



# Think People

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

Iñigo Capell  
Executive Vice President  
& Global Chief Resources Officer



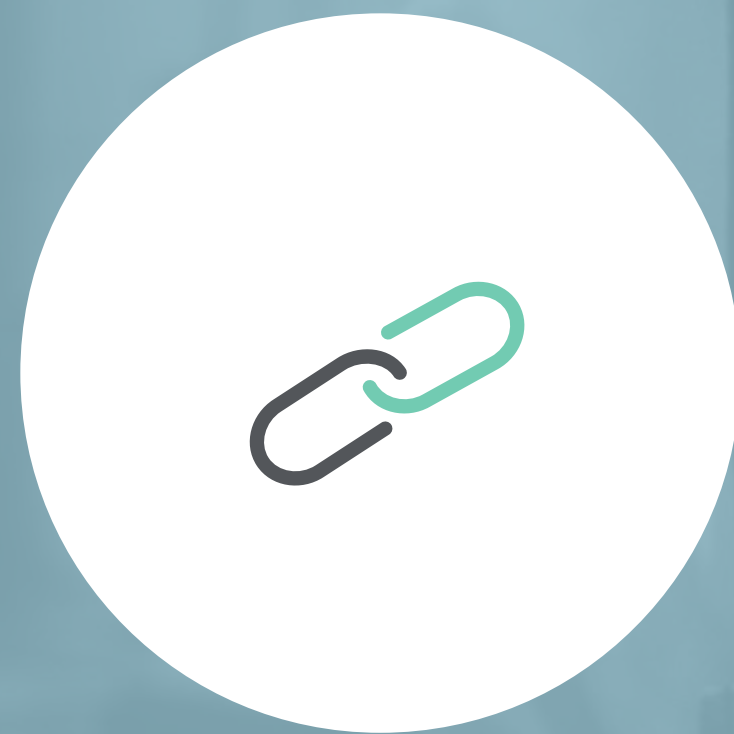
**1 million**

hours of classroom and on-the-job training



**6,500**

hotel trainees



**4<sup>th</sup>**

modern slavery statement issued



**partner**

with ECPAT-USA, fighting human trafficking



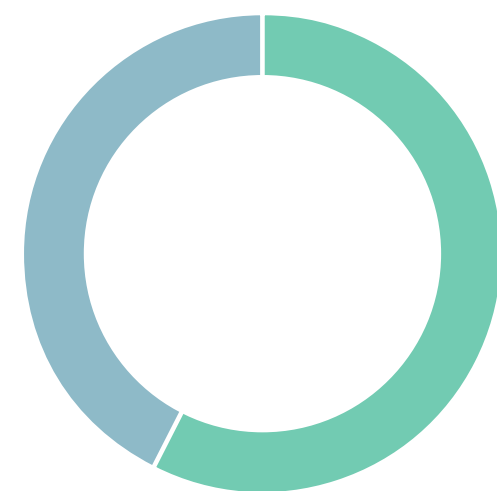
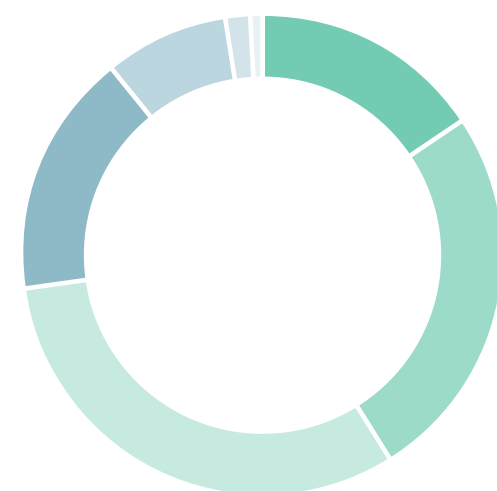
**251**

hotels certified with Safehotels



# Employment & Employability <sup>🌐</sup>

In 2019, Radisson Hotel Group counted 144 nationalities amongst our employees. Women comprise 43.4% of our employees while 56.6% are men. Of our total workforce, 12.5% is outsourced labor, mainly in house-keeping and banqueting departments. Collective bargaining agreements cover 31% of our employees.



EMPLOYEES BY AGE <sup>🌐</sup>	
Below 24	15.1%
Between 25 - 30	23.9%
Between 31 - 40	32.4%
Between 41 - 50	17.4%
Between 51 - 60	8.7%
Between 61 - 65	1.8%
Above 65	0.7%

EMPLOYEES BY GENDER <sup>🌐</sup>	
Male	56.6%
Female	43.4%

## Empowering employees and social dialogue <sup>🌐</sup>

In line with the European Union Directive on Works Councils (94/45/EC), RHG has established a European Works Council. The Council includes representatives of our central management, employees, and is attended by the Chief Resources Officer. Annual meetings are held, including in 2019. Topics such as our company's finances, business development, performance, ethics reporting and human rights, Responsible Business, and other important issues are discussed with employee representatives.



# Employment & Employability

## Tackling youth unemployment

Reducing youth unemployment is a global responsibility. Although the worldwide travel and tourism industry supports one in 10 jobs, there are more than 71 million young people unemployed. RHG understands that we have a key role to play in addressing this issue and creating job opportunities for underprivileged youth. RHG had over 6,500 trainees during 2019. Of our hotels, 15.9% reported that they currently work with a training or apprentice program for youth-at-risk.

## Discovering talent of underprivileged youth

The Youth Career Initiative (YCI) is a global project to enhance the employability of underprivileged young people. YCI was developed by the hotel industry, for the hotel industry and allows hotels to make a real difference in the lives of its graduates and their families. In 2019, RHG has run YCI programs in three countries (South Africa, Ivory Coast and Zambia). In the past years, RHG has also run the program in Romania, Lebanon, Sierra Leone, Ethiopia, Senegal and India.

YCI conducts a three- to six-month education program which empowers disadvantaged young people and trains them for their future professional and social life. The classroom training includes basic hospitality, English language skills, and hands-on experience within the hotel industry. The program helps students between 18 and 21 years who have dropped out of school, lack the financial means to complete their education, or are at risk of exploitation. Success rates are impressive: 85% of the program's graduates get a job at RHG or another company or they go on to continue their education.

## Mentoring youth in the United States

The BestPrep eMentoring program works to prepare students with business, career, and financial literacy skills through hands-on experiences that inspire success in work and life. The nonprofit organization provides educational programs to primary school students.

Volunteers from RHG helped mentor students and hosted a celebration during the program to introduce students to the hospitality industry.

## Creating careers in Abidjan

The Radisson Blu Hotel, Abidjan Airport in Ivory Coast received nine young adults as part of the YCI training program for disadvantaged youth that was financed by the World Bank and coordinated by the AGEFOP (Agency for Vocational Training) under the supervision of Ivory Coast Ministry of National Education, Technical Education and Vocational Training.

The apprentices trained on-the-job for one year in Reception, Housekeeping, and Food & Beverage, as well as receiving classroom learning at the Lycée Hôtelier in Abidjan. The 12-months training resulted in the recruitment of two participants to kitchen clerk positions and the registration of four others in the hotel's seasonal agent pool.



BestPrep eMentoring program



The apprentices in the Radisson Blu Hotel Abidjan Airport

# People Development & Talent Management

## Global Culture & Beliefs

At Radisson Hotel Group, we believe that people are our number-one asset. Our culture plays an important role in our business transformation, and in our future business success. Our culture helps us achieve our global vision to become: one of the three 'top of mind' hotel companies in the world and the company of choice for guests, owners and talents.



# People Development & Talent Management

## Our Culture Journey

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

The culture journey, which started in 2018 with the definition of our Culture Beliefs, kept evolving in 2019 with the development of the Foundations, which set up the standards of how we assess and develop our talent. We've grown our business and culture always keeping in mind the five-year plan initiatives, which ensure a way forward to reach the top of mind in hospitality.

## Foundation of our Culture

A strong corporate culture is powerful. When employees agree with, and care intensely about our beliefs, our company performance will increase due to their motivation. As part of our five-year strategic plan, RHG has identified the following shared beliefs which serve as the foundation of our corporate culture:

- We deliver memorable moments every day, everywhere, every time
- We enjoy serving with our “Yes I Can!” spirit
- We grow talent, talent grows us
- We are many minds, with one mindset
- We value open and direct interactions to build trust
- We believe anything is possible
- We have fun in all that we do

These beliefs are true to who we are and what we want to achieve as we pursue the ambitious journey.

## Celebrating & Rewarding Culture

In 2019 we launched for the first time the Every Moment Matters (EMM) Awards, aimed to celebrate the team members who best live up our Culture Beliefs.

Every Moment Matters represents our brand promise and drives us to create memorable moments for our guests, owners and talent. EMM Awards are peer-to-peer recognition awards, so everyone can participate and nominate their colleagues for how good they follow our culture beliefs.

## Radisson Talks

Radisson Talks continued as a space where teams come together for sharing projects, targets and achievements of key five-year plan initiatives. Radisson Talks have a globally aligned content calendar and agenda. All of them are live streamed, so owned and managed hotels as well as remote corporate team members can connect and not miss the opportunity of receiving these critical business updates.



# People Development & Talent Management

## Radisson Listens

We want to hear from team members how we can continue to keep them engaged, fulfilled and happy we launched Radisson Listens, the first global employee engagement survey.

All individual responses are completely confidential, ensuring that our teams around the world feel comfortable providing us with feedback. This initiative allows our company's leadership to listen to its employees and takes notice of what's happening inside in order to make communication more transparent.

## Learn to Grow

In 2019, a huge step forward was made in our Learning and Development offer. To enable growth and equip our team members with the tools and new skills they need, Radisson Academy was officially launched.

The new global learning and development vision enabled us to reach out to three times more participants than in 2018. We are proud to announce that by introducing the new virtual Trainer certification modality we also started reducing our carbon footprint when developing the skills and behaviors of our talents.

## Radisson Academy

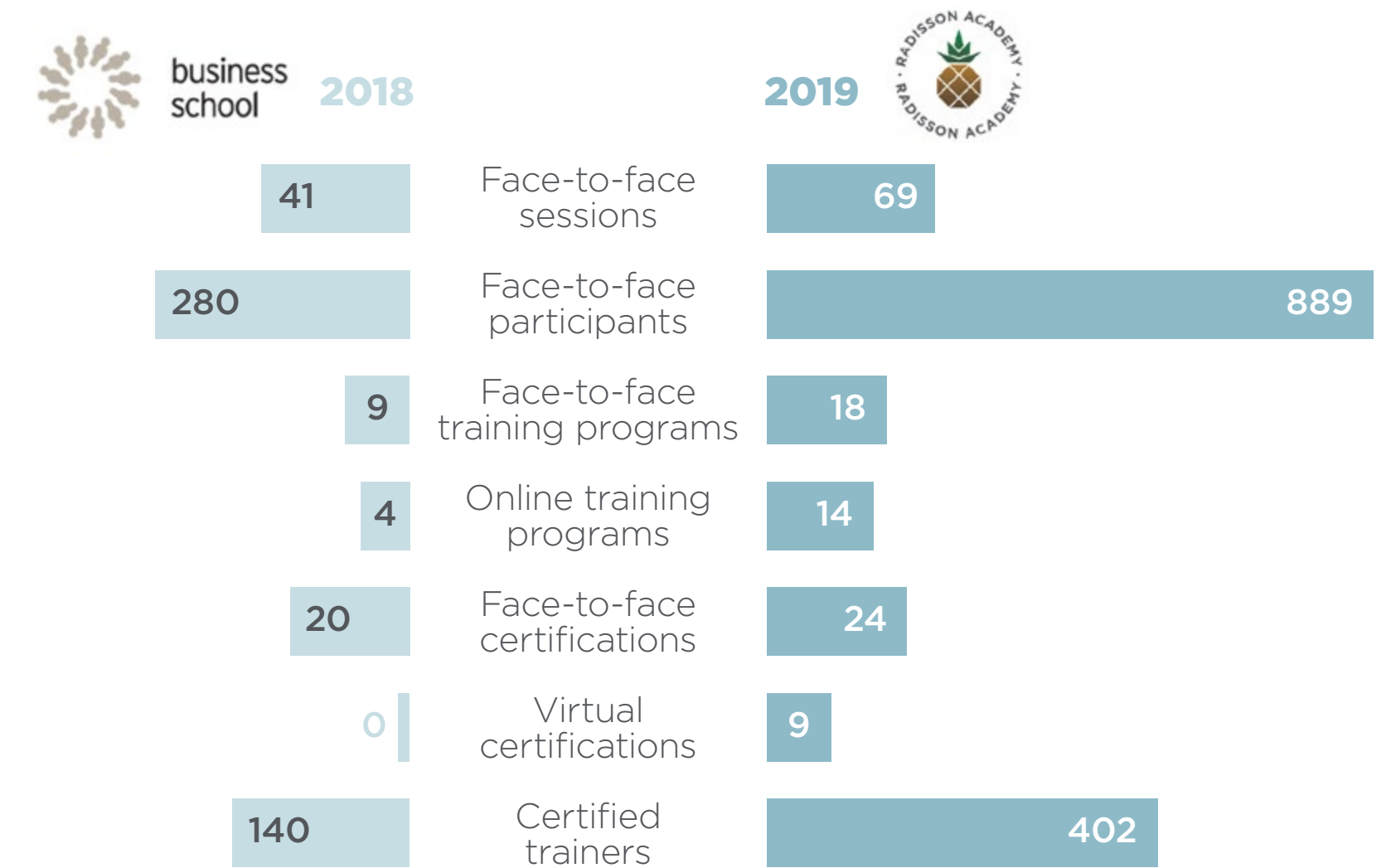
Radisson Academy provides individual team members with different ways to learn the right skill, at the right time, in the right way. Regardless of their profession, level of training, role or seniority, we aim to provide a relevant learning path for each team member.

Radisson Academy Live presents instructor-led trainings dedicated to Business and Leadership Development and offers a great opportunity for participants for networking, sharing their expertise, and discussing their experience.

Radisson Academy Online allows team members to access cutting-edge digital learning tools. Employees can learn everywhere, at any time. In 2019 we enlarged the online training offer with 14 new online courses, including interactive videos and e-learning, quizzes and micro-learning modules in multiple languages.

On-the-job training is another integral part of the Radisson Academy. Learning is based on the 70:20:10 model which shows that people achieve 70% of their learnings from challenging assignments, 20% from developmental relationships, and 10% from coursework and training. New team members can embrace integral elements of Radisson's DNA such as "Yes I can!" and Responsible Business through on-the-job training.

## Radisson Academy 2018 vs 2019 comparison



# People Development & Talent Management

## Talent review

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

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

## New global Responsible Business training

RHG has introduced a new global Responsible Business training program, Living and Leading Responsible Business. It is the first time that the training program has had global alignment across our hotels. To ensure that the content is relevant in the near 100 countries where we operate, training pilots were conducted in locales as diverse as Sydney, St. Petersburg, Brussels, Albertville MN, and Cartagena. After pilots completed, RHG rolled out the trainings virtually, a process now used for other trainings too. The new Responsible Business training program consists of two trainings: Living Responsible Business and Leading Responsible Business.

**Living Responsible Business** is a classroom training with a gamified approach. The training is for all hotel employees and covers topics such as ethics, diversity, inclusion, community support, eco-footprint reduction, and sorting waste—as well as more sensitive topics like tackling sex trafficking and forced labor. It's available in 21 languages.

**Leading Responsible Business** is a comprehensive and engaging e-learning tool for the leaders in hotels and offices. The training covers eco-footprint reduction, youth employability, responsible recruitment and sourcing, promoting human rights, and Radisson's partnership with SOS Children's Villages.

The company is rolling out the new Responsible Business training program across all Radisson hotels. To date, 42% of employees<sup>1</sup> have completed training. By end of 2020, RHG aims to have deployed the training to all hotels.

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## 21 languages 2 trainings



# Diversity & Inclusion

One of our core culture beliefs is that ‘we are many minds with one mindset’. This belief is based on our respect for individual differences, life experiences, and diverse world views.

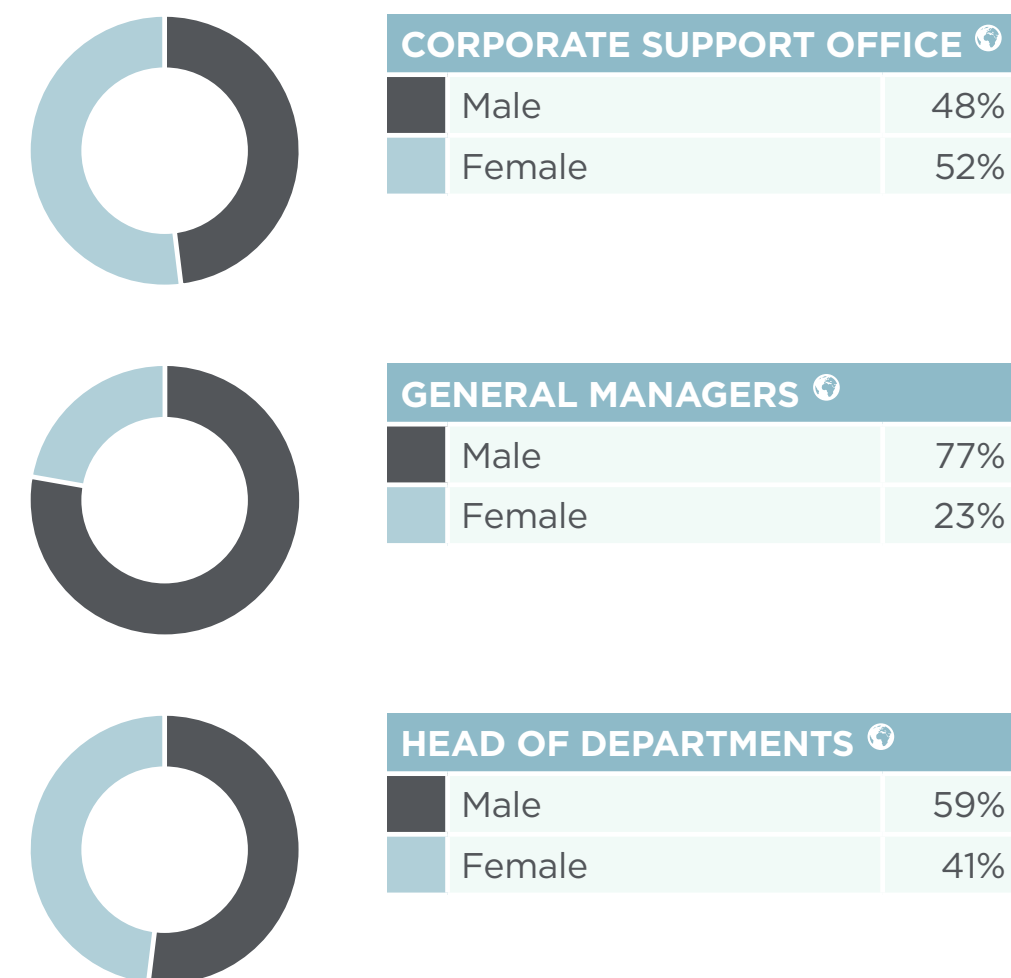
By working together, we can make memorable experiences for everyone who walks through our doors. To enable that to happen, RHG is dedicated to building a global team of employees that reflect the communities where we work and live, and the diversity of the customers we serve.

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

## Balanced leadership

RHG is committed to Balanced Leadership. That means encouraging more women to take on leadership roles within the company. Our challenge is existing thinking and aims to increase the representation of women in senior positions across the company. The initiative is driven by various actions within and outside the company.

In our hotels in EMEA, at the end of 2019, 23% of our General Managers and 59% of the Heads of Departments at our hotels are female.



# Diversity & Inclusion



## Mind the gap

The RHG team in the United Kingdom welcomed the introduction of gender pay gap reporting last year and recognized the importance of keeping gender equality at the forefront of its hiring, management, and human resources practices.

The Human Resources team is undergoing a transformation in the UK. The key activities underpin the commitment to supporting Radisson's talent pipeline, and include talent review meetings, audiences with the area's Human Resources Director, and the introduction of specialist Human Resource functions.

RHG is also transforming the Human Resources organizational structure by providing specialist services in the following areas: Talent Acquisition, Learning & Development, and Employee Relations. With the introduction of specialist teams and the revised Global Diversity and Inclusion Strategy, RHG will continue to focus on new initiatives that will have a positive impact on the gender pay gap.

## Proud to be RHG

RHG is serious about promoting diversity and inclusion. Across its properties there are a range of events centered on Pride, a celebration of lesbian, gay, bisexual, transgender, and queer social and self-acceptance, achievements, and legal rights.

- In the United States, RHG employees and their families volunteered at Minneapolis, Minnesota's Twin Cities Pride Event. Volunteers supported the celebration by greeting guests at the RHG booth, offering Radisson Rewards points and registering attendees for a raffle to win a two-night stay.
- The Park Inn by Radisson Amsterdam City West celebrated their annual Pride Parade with their panoramic elevator covered in rainbows.
- Radisson Hotels in Berlin were proud to be a part of Pride Week in Berlin, highlighted by the Christopher Street Day Parade.
- In Oslo, Area Support Office employees represented RHG in the city's Oslo Pride Parade.



# Diversity & Inclusion

## Accessible to all

All hotels in the RHG portfolio are required to provide an environment which is accessible to everyone, regardless of their abilities. At the end of 2019, more than 5% of the rooms across our hotels in EMEA were accessible.

## South African guide dogs

One example of these ongoing efforts was a community engagement event in South Africa. The Radisson Blu Gautrain Hotel, Sandton Johannesburg helped train guide dogs for the blind. With assistance from the hotel team, the puppies travelled from Hatfield Station in Pretoria to Sandton Gautrain to expose the dogs to various sights and sounds before returning to the hotel. The effort was part of the training for working dogs to help them learn to keep calm and focused in busy, high-traffic environments.

## Serving up new skills

Also in South Africa, an intake of 18 students and interns started their workplace experience at the Radisson Blu Hotel, Port Elizabeth to gain insight into the hospitality industry. They were recruited from PE Mental Health, The Ray Mhlaba Skills Training Centre and NMU and placed in various departments for six to twelve months.

The holistic approach of the Ray Mhlaba Skills Training Centre develops future leaders, empowering youth in the country with skills that help define their identities. This builds onto the success of Park Inn by Radisson Cape Town Newlands where 30% of the employees are deaf.



# Human Rights

Radisson Hotel Group abides by the UN's Global Compact principles and follows them in our policies and procedures.

We've committed to raise awareness of human rights risks, and address risks arising in the labor supply chain.

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

- **Human rights policy:** covers our engagement on issues such as ethical business conduct, the protection of children's rights, combating human trafficking, and protection of the rights of employees.
- **Employment Principles:** covers Radisson Hotel Groups's promises to our employees. These include non-discrimination, freedom of association, and the development of in-house talent.

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

## Eliminating modern slavery

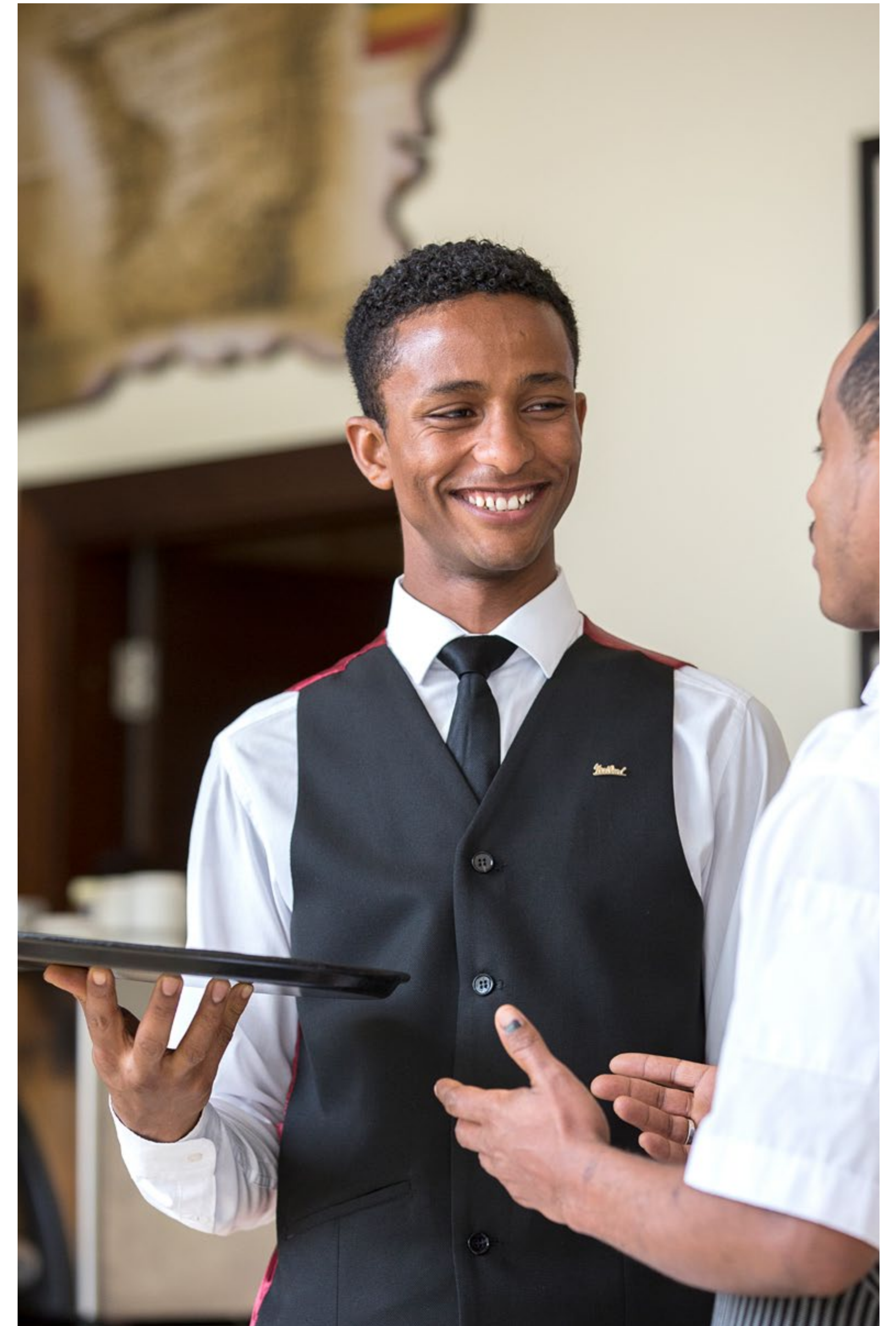
Our aim is to combat and eliminate any form of modern slavery, and to operate hotels free of child exploitation and forced, bonded, or compulsory labor. We apply these principles to our operations and in our supply chain.

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

## Fighting modern slavery with responsible recruitment

Slavery is a hidden everyday problem. It is an antagonizing reality that in the present day, men, women and children around the world remain victims of modern slavery. In some regions, hotel operations rely on the talent of migrant workers who are hired as employees or contracted through employment agencies. Migrant workers are amongst the most vulnerable groups in the labor force due to their immigration status.

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



# Human Rights

## Toolkit to combat modern slavery

To raise awareness and to prevent forced labor, RHG developed a toolkit to combat modern slavery. The toolkit is available to all hotels in EMEA, and helps hotel management and HR teams in their efforts to combat the issue. Our efforts have a focus on protecting outsourced labor, which represents 12.5% of the workforce in our hotels in EMEA.

The toolkit also details how hotel management teams should engage with employees, how to check recruitment agencies, and what due diligence they should conduct. It includes back-of-house material which increases the awareness of modern slavery amongst employees. A specific training module on how to use the toolkit has been included in the Leading Responsible Business training for all Head of Departments and General Managers. Additional support tools are available for general managers, human resource teams and head of departments at the hotels. The toolkit is available in 16 languages. 62% of our hotels in EMEA actively use the toolkit.



62%

of hotels are using the toolkit

## Self-assessment questionnaire

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

## Industry impact to tackle forced labor

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

The principles state:

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

## Responsible recruitment toolkit



# Human Rights

## Partnership with ECPAT-USA

Children in all countries of the world are at risk of trafficking and prostitution, as well as online dangers such as grooming, sextortion and the proliferation of child sexual abuse images. To end these crimes, knowledge and evidence must be of the highest possible quality to inform decisions and guide action. Hence, RHG has renewed its partnership with ECPAT-USA in 2019. ECPAT is the leading policy organization seeking to end the commercial sexual exploitation of children through awareness, advocacy, policy, and legislation. ECPAT works at all levels, supporting shelters for survivors, training and supporting law enforcement, influencing governments and conducting a wide range of research.

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



“The continued leadership and commitment of RHG to ending child sex trafficking across the globe makes them an integral partner in ECPAT-USA’s work to protect children.”

Lori L. Cohen, Executive Director, ECPAT-USA

## Qatar hospitality working group

RHG continues its work in Qatar in support of the new labor law reforms, in preparation of the 2022 FIFA World Cup. Under the guidance of International Labor Organization (ILO), funded by the Government of Qatar, in collaboration with International Human Rights and Business (IHRB) members of ITP have participated in the hospitality working group, building the capacity of the hospitality sector in Qatar to ensure sustainable growth and decent work. RHG has been an active participant providing input for guidance tools on due diligence of recruitment practices and by sharing of best practices on specific thematic issues. Learnings from the working group are already applied in the wider scope of our operations.



# Business Ethics & Compliance

RHG signed the United Nations Global Compact in 2009, which provides companies with ten principles on Human Rights, Labor, Environment and Anti-Corruption. Our commitment to ethical excellence is our heartbeat and we are recognized as a trusted global leader when it comes to being a Responsible Business.



# Business Ethics & Compliance

## Code of business conduct and ethics

Our Code of Business Conduct and Ethics governs how we do business. It enables us to take positions on key issues of business ethics with a single voice.

The code includes ten principles which guide us whenever a business decision needs to be made. The principles are:

1. We respect the law
2. We show respect for all persons in all situations
3. We think ethically
4. We act fairly
5. We do not discriminate against anyone for any reason
6. We are honest and transparent
7. We are loyal to our employer
8. We do not exploit the company's resources
9. We think of safety at all times
10. We take care of the planet

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



# Business Ethics & Compliance

## Ethics training

Our Code of Business Conduct and Ethics applies to every person who works for RHG, and every one of our companies. The Code is distributed to all employees through the Employee Handbook. It is also included in our internal procedures' manual. All employees are trained in the Code of Business Conduct and Ethics, its implications, and reporting processes. Training occurs in the onboarding and the classroom-based Living Responsible Business training.

## Ethics hotline

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

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

For EMEA, the hotline is available online, on [ethics.radissonhotels.com](https://ethics.radissonhotels.com). The website is run by an independent third-party organization, Ethicspoint.

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

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

## Anti-corruption

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

## Anti-bribery compliance

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

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

No cases of corruption were reported through our Ethics hotline.

## Anti-bribery training

Our anti-bribery e-learning training provides participants with an opportunity to understand our company's policies and procedures. This enables them to correctly respond to any bribery related issues. The training is in line with the UK Bribery Act and the US Foreign Corrupt Practices Act (FCPA) and is globally available.

The aim of the course is to educate individuals about anti-bribery regulations and the consequences if they are not applied correctly. At the end of the training, participants know how to recognize bribery, which actions are considered to be bribery, and how to react when confronted with bribery.

## Data privacy

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

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

# Safety & Security

In an ever changing world guests want to be welcomed in hotels that ‘always care’ and where the utmost focus is put on safety and security.

## **Safety and security**

Our core value is the safety and security of guests and employees. It is deeply rooted in our culture and the values that we emphasize in the operation of our hotels. We have a specific program for corporate and regional hotel safety and security. It is used by all our hotel brands to protect our guests, employees, properties, and reputation.

“Feeling safe and secure is essential to any traveler, in normal circumstances but even more so in exceptional circumstances like a natural disaster or if traveling to a more high-risk environment. At RHG we have a solid program in place and instill a culture of Safety & Security attentiveness in all our teams around the world.”

Inge Huijbrechts  
Global Senior Vice President Responsible Business,  
Safety and Security





# Safety & Security



## TRIC=S

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

TRIC=S stands for:

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

The TRIC=S formula is aligned with the Global Hotel Security Standard® and Safehotels Alliance criteria.

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

The TRIC=S framework focuses on five cornerstones:

**The Fire Safety cornerstone** requires us to prevent or reduce the risk of fire at our hotel properties by having equipment, procedures, and training programs in place. It also requires us to take fire prevention into consideration when renovating or refurbishing.

**The Guest and Employee Safety cornerstones** require us to limit the risk of any guest or employee becoming injured or ill while staying at, or working in, our hotels.

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

**Data and IT Security** are essential for the protection of personal data and the operation and assets of the hotels.



## Safehotels Alliance

In 2015, RHG became the first major international hotel group to sign an agreement with [Safehotels Alliance](#). Safehotels Alliance certifies hotels against their own, independent 'Global Hotel Security Standard'.

The Safehotels certificate allows RHG to add external validation to its industry-leading safety and security program and to create additional value for guests, staff, and investors. The yearly Safehotels audit validates nearly 200 criteria, including security equipment, staff awareness and training, fire security, crisis management, and first aid response. It is increasingly being endorsed and embraced by global clients. At the end of 2019, [251 Radisson Hotels](#) worldwide, had gained Safehotels certification.



## 251 hotels

certified by  
Safehotels Alliance

# Safety & Security

## Data and cyber security training

Like many industries, hospitality is becoming increasingly dependent on mobile, net-based applications and transactions. There have been numerous highly publicized incidents of hacking and data loss around the world. Cyber security has been given deserved attention from our IT and Operations experts who also follow the TRIC=S formula to determine the threat, mitigate the risks and prepare for possible incidents or disruption. This includes requiring all employees who have access to our networks, to yearly complete an online training in the secure use of equipment as well as in safe storage and sharing of information.

## Crisis management, communication and continuity

RHG applies a global Incident & Crisis Management process to effectively respond to incidents, prevent events from escalating and mobilize resources rapidly to manage any crisis. Our crisis management process follows the international best practice of:

- 'Gold' strategic level = Steering committee
- 'Silver' tactical level = Area or Corporate Support Office Crisis team
- 'Bronze' operational level = hotels

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

## Safety and security collaboration

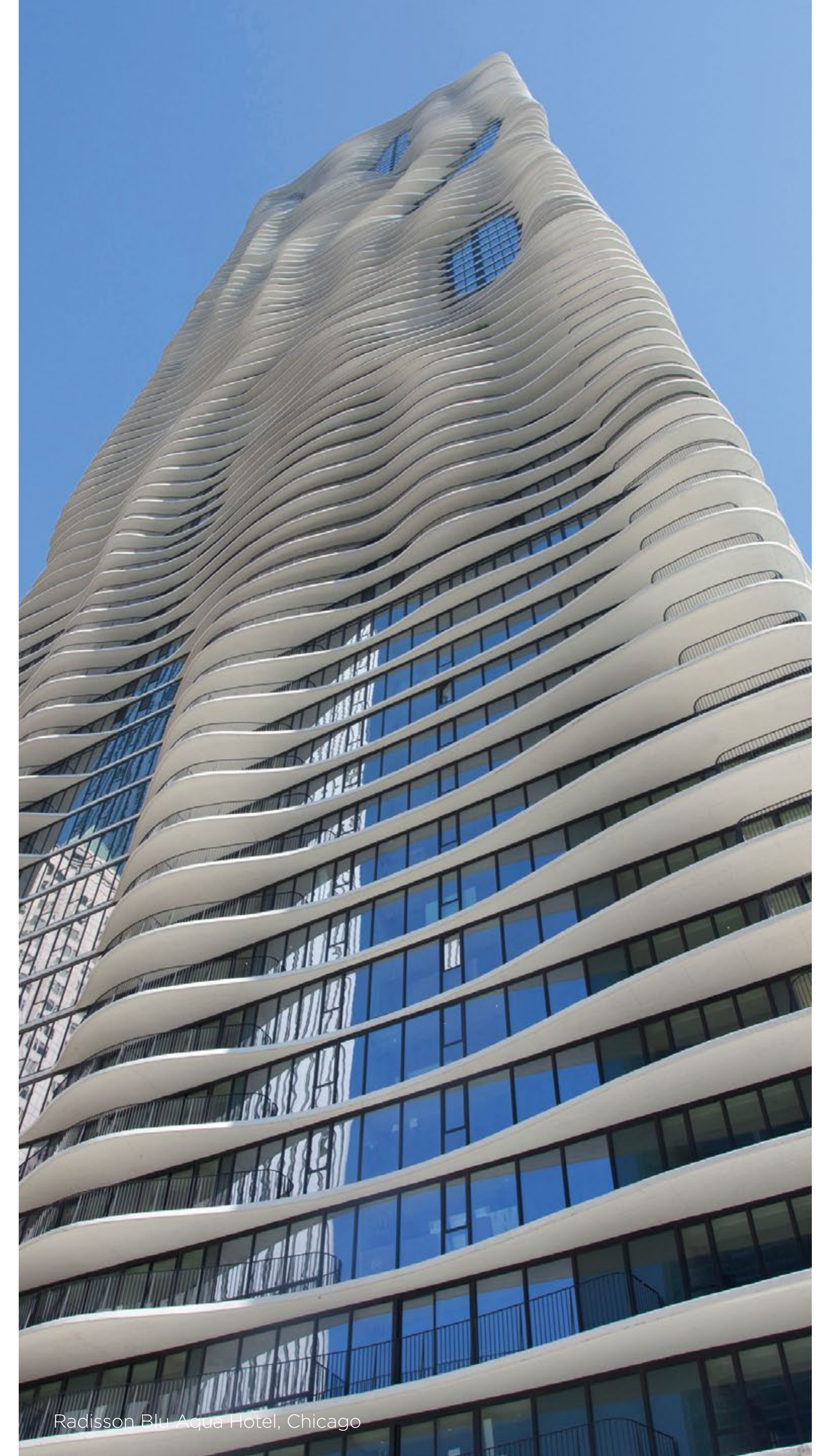
RHG is a founding member of the US State Department's Overseas Security Advisory Council (OSAC) Hotel Security Working Group (HSWG). The Working Group exchanges information on potential and emerging threats, conducts joint training sessions annually and enables members to share information and good practices.

## EU Initiative for the prevention & protection of soft targets

Under the European Commission's 'Action Plan to Support the Protection of Public Spaces', there are various initiatives for promoting the exchange of best practices, networks creation, funding of security-related projects and publication of guidance material. In 2019, RHG worked with HOTREC, the European industry association representing hotels, restaurants, bars, cafes, to provide input and exchange with the EU Forum on safety and security for the protection of soft targets.

## AHLA Safety & Security Committee

RHG is a member of the American Hotel & Lodging Association (AHLA) Safety & Security Committee. This Committee assists the industry on safety and fire protection issues for the lodging industry by working with appropriate federal, state, and local government agencies. Also serves as a resource to members in achieving effective and efficient security practices, technology, and training that helps create a secure environment for guests and employees.



Radisson Blu Aqua Hotel, Chicago

# Safety & Security

## **NYPD Shield**

RHG is a partner of NYPD Shield, the New York City Police Department's counterterrorism program. NYPD SHIELD is a public-private partnership based on providing best practices, lessons learned, counterterrorism training opportunities, and information sharing.

## **Safety first in Niamey**

RHG has set a global first in hotel safety and security with the **Radisson Blu Hotel & Conference Center, Niamey**, securing the highest level of Safehotels certification, Executive, just three days after the hotel opened in June 2019.

Located in the capital and largest city of the West African country of Niger, the Niamey hotel's certification marks our fourth hotel in Africa to achieve Executive Level Safehotels recognition this year. More than 80% of Radisson Hotels in Africa have secured the Safehotels certification.

## **OSAC training for the Middle East and Africa**

More than 30 of our top Safety & Security Directors in the Middle East and Africa region took part in a recent OSAC training in Abu Dhabi.

OSAC promotes security cooperation between private sector interests, the U.S. Government, and other governments worldwide. Within OSAC, the hotel industry forms a specific working group to exchange and discuss the changing risk landscape and tools that can help mitigate threats.

The OSAC Annual Global Training event is a high-profile and insightful conference packed with topics ranging from country risk assessments, to insights into learnings from the Las Vegas (U.S.) hotel shooting incident in 2017, to the expectations large corporations have for travel security.

RHG took the stage at the event to train more than 200 participants in preventing human trafficking and to share practical learnings on cyber incidents and fraud.





# Think Community

"We are extremely grateful to everyone at RHG who are playing their part in bringing our global partnership to life through raising funds and awareness for all children to be seen. We look forward to continuing our partnership together to help us rewrite the story of children that are growing up in so many different places without the care, protection and guidance that all children need to become their strongest selves."

Don Haszczy  
Director Of Fund Development, SOS Children's Villages International



**€1.6M**

donated to charity  
by RHG corporate  
and hotels



**global**

SOS Children's Villages  
is our global partner



**686**

individual child  
sponsorships through  
SOS Children's Villages



**43,000**

volunteering  
hours



**35**

hotels are participating  
in Soap for Hope  
program



**27,000**

children and women  
provided with safe  
drinking water for life

# Community engagement

As a global hospitality company, Radisson Hotel Group aims to create relationships which are beneficial to our business and the communities in which we operate.

We recognize that there are important social needs in many of these communities. Our goal is to have a positive impact on communities by creating shared value.

We achieve this through the Think Community pillar of our Responsible Business program. Think Community initiatives generate meaningful donations and volunteer time. In 2019, the value of RHG's cash and in-kind donations from RHG corporate and hotels to international and local charities amounted to more than €1.6 million.



# Partnership with SOS Children's Villages

Radisson Hotel Group became a global partner of SOS Children's Villages in 2018.

As the world's largest non-profit organization that supports children with no parental support, SOS Children's Villages is active in 136 countries and territories. The organization provides orphaned and vulnerable children with family support and care programs, as well as education, medical, and emergency relief efforts.

Through its partnership with SOS Children's Villages, RHG aims to have each of its hotels worldwide sponsor the upbringing and education of at least one child. RHG is also establishing meaningful relationships with local SOS Children's Villages around the globe and mobilizing supporters and volunteers to help the organization achieve its goal of ensuring that no child grows up alone.

We are working on various projects in selected hotels to create internship and work-training programs for children in SOS Villages to learn about the hospitality business and prepare for future careers.

## Rewards Members support SOS Children's Villages

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

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

To get started, visit: [radissonhotels.com/rewards/sos](https://radissonhotels.com/rewards/sos)



# Partnership with SOS Children's Villages

## Cape town playground

The SOS Children's Village in Cape Town, South Africa, currently has 88 children in its care. The Village's playground had fallen into disrepair due to the region's drought and lack of maintenance over the years. In December 2018, the Radisson Hotels and regional corporate office, Cape Town donated more than €8,000 to the village to begin repairing the equipment and refresh the playground's appearance. In addition, our Cape Town hotels are making monthly donations and help raise funds to continue the project and plan future campaigns and fundraising drives to benefit the Children's Village.

## HeARTworks

More than 50 volunteers from our corporate office and hotels joined SOS Children's Villages Illinois to paint hundreds of heARTworks with the children of the SOS Children's Village of Chicago, Illinois.

The children's beautiful paintings, along with more pieces from SOS Children's Villages in Florida and Colombia, were then shipped to the RHG Americas Business Conference. There they were auctioned off to attendees, with all proceeds going back to SOS Children's Villages

## Empowering Youth

SOS Children's Villages Vietnam recently launched YouthCan. The purpose of this program is to enhance the knowledge and working skills for SOS youth through intensive training activities, opportunities for field visits, and internships at businesses. Trainees from YouthCan have been welcomed at the Radisson Blu Resort Phu Quoc, where they can put their skills to work. After a successful training period, the trainees can potentially become members of the resort's team.

## Talent in Cartagena

The Radisson Cartagena team and corporate employees of RHG took part in a Talent Fair at the SOS Children's Village Cartagena, during which SOS youth shared their skills and brilliant work. This initiative was an integral part of the highly successful partnership between the hotel and the village.



Cape town playground



HeARTworks

Talent in Cartagena



# Partnership with SOS Children's Villages

## Seeing green in Lusaka

The Radisson Blu Hotel, Lusaka in Zambia announced the new partnership with the SOS Children's Villages in Lusaka and Plant a Million Zambia. This initiative aims to face deforestation and other ecological challenges in a sustainable way by planting one hundred million trees by 2021. This new partnership not only promotes the community but also the environment as it enhances children and youth's understanding of sustainable and ecological management of trees and creates a tree nursery at the SOS Children's Village in Lusaka.

## Ready for school

In September 2019, the teams of Radisson Blu Martinez Hotel, Beirut and Radisson Blu Hotel, Beirut Verdun visited SOS Children's Village Bharsaf. The teams brought gifts for the new school year preparations.

## Fresh paint

A team from RHG volunteered to paint the room and equip SOS Children's Village, Florida conference room. This room is the only space of its kind in the entire Village where all department meetings take place. Having an environment with comfortable and sufficient seating, adequate storage to house donated items, and a fresh coat of paint goes a long way toward creating a uniformed and tranquil environment.

## Tea time in Port Elizabeth

The Radisson Blu Hotel, Port Elizabeth in South Africa hosted an SOS Children's Villages High Tea in its distinctive Bay Suites venue for more than 200 guests. The sold-out event was themed 'Denim and Diamonds'.

The Denim Drive started in 2011 to empower women from the village, who are generally single parents, grandmothers, or older siblings who are the head of the household. As income generation, they use donated denim items and re-purpose the fabrics into handcrafted dolls, handbags, laundry bags, slippers, and more.



# Partnership with SOS Children's Villages

## Holiday wishes in South Africa

The team at the Radisson RED V&A Waterfront, Cape Town came up with the idea to decorate a Christmas tree sustainably and set aside all the traditional tinsel and plastics. They decorated a tree only with glass bottles and other recyclable materials. Each glass bottle decorating the tree was representing a wish to sponsor an SOS child.

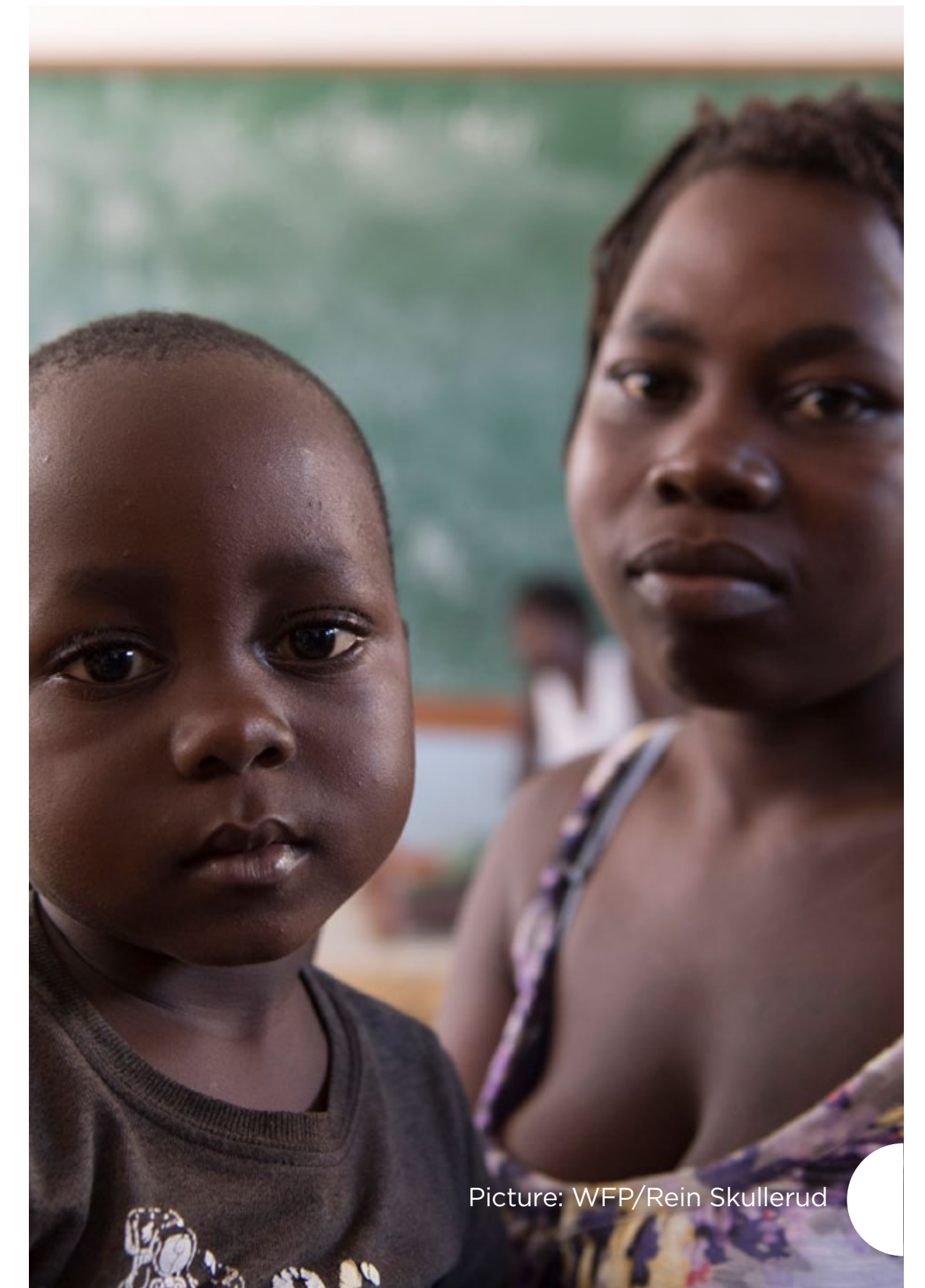
## Ready responders

After a cyclone hit Mozambique in March, RHG launched a solidarity action to support the victims of the cyclone through the American Red Cross and SOS Children's Villages.

Hotels encouraged guests to make donations to the American Red Cross and SOS Children's Villages. RHG collected more than €9,000 in the campaign. The collected money was used to support the rebuilding and providing victims of the cyclone with clean drinking water, food supplies, and safe shelter. The funds also provide healthcare and psychological assistance for children and staff from the SOS Children's Village in the affected area.



Holiday wishes in South Africa



Picture: WFP/Rein Skullerud

## Food. Shelter. Future

As part of Think Community, Radisson Hotel Group partners with organizations that work to better the community. The company's goal is to provide food, shelter, and a better future for children and at-risk youth. RHG encourages all of its hotels to support SOS Children's Villages and other local partners in this scope.

### Embracing life

In collaboration with Hayata Saril Lokantasi, an Istanbul restaurant that provides free meals and work opportunities to the homeless, chefs and volunteers from Radisson Blu hotels in Istanbul have made a difference for homeless people and others in need across the city. They have helped create menus and hosted tasting events with all proceeds to benefit Hayata Saril Lokantasi.

### Giving thanks

During November, team members from the Country Inn & Suites by Radisson Holland, MI, collected non-perishable food items for donation prior to the U.S. Thanksgiving holiday. The hotel partnered with several local grocery stores to maximize donations. Together, the hotel and the stores collected more than 290 kg of food. All of the food items went to His Harvest Stand, a local organization that distributes food directly to those in need.

### Making connections

The Radisson Blu Hotel, Jeddah Al Salam in Saudi Arabia wanted to connect communities, bringing together expatriate workers who rarely get a chance to see their families back home. The hotel team distributed free mobile SIM cards with subscriptions to family packages, allowing the workers to call their families for longer periods.

### Joining forces in Dammam

The Park Inn by Radisson Dammam team came together to distribute Iftar kits for Ramadan. Their support helped disadvantaged communities, providing the kits to those who need it most.

### Kind donations

In 2019, following a linen rebranding in the United Kingdom's Park Plaza hotels, the hotels donated all useable linens—including 775 sheets, 890 duvets, 1,920 bath sheets, 870 hand towels and 625 pillowcases—to eight local charities.

Additionally, two U.K. Park Plaza hotels have undertaken a successful trial with Clean Conscience, a U.K. charity that repurposes waste toiletries and linens to those in need. The goal is for all U.K. hotels to join in 2020.



# Community Action Month

In June, Radisson Hotel Group celebrated Community Action Month around the world.

For the 16th consecutive year, the initiative brought together hotel and corporate office teams from across the globe to contribute to local communities.

This year, nearly 1,000 activities were organized, providing more than 30,000 volunteer hours, and raising donations of more than €438,000 in cash and in-kind.

## Blu run Milan

The Radisson Blu Hotel, Milan was the proud sponsor of the Blu Run, a non-competitive annual race which takes place just a few steps from the hotel. This year, approximately 30 employees and guests teamed up to participate in the race, raising money in support of the local primary school.

## Random acts of kindness

The hotels in Cape Town hosted a soup kitchen and donated blankets to the local SOS Children's Village.

The Radisson Blu Hotel, Port Elizabeth donated a collection of winter clothing and the Park Inn by Radisson Polokwane brought random acts of kindness to their local community.

The hotel teams in Johannesburg visited the SOS Children's Village in Ennerdale, organizing stitching and sewing workshops and helping with some ongoing maintenance of the village's houses.



# Community Action Month

## APAC initiatives

At our Asia Pacific Headquarters, the Singapore-based corporate team prepared more than 5,000 meals at Willing Hearts Soup Kitchen.

The China corporate team visited the ChenYu Autism Rehabilitation Center, where they took part in interactive lessons and brought gifts for the children.

The Radisson Blu Pune Hinjawadi in India invited children from the local SOS Children's Village to a special event. At the hotel, they enjoyed activities, a special kid's menu, and gifts.

In Thailand, the Radisson Suites Bangkok Sukhumvit and the Park Plaza Bangkok Soi 18 visited their local SOS Children's Village. They provided stationary, toys, games and food, and donated funds from their Make A Difference booking program.



## Americas assistance

At our Americas Headquarters, the corporate team hosted an SOS Children's Villages Week.

All the money raised benefitted the non-profit. They also partnered with BestPrep with 50 volunteers from corporate office and local hotels took part in an eight-week e-mentoring program, supporting Minnesotan students..

Volunteers also prepared hundreds of meals at Open Arms of Minnesota, a local non-profit that cooks and delivers free, nutritious meals to people living with life-threatening illnesses in the Twin Cities.

The Radisson Hotel Duluth-Harborview in Minnesota built its partnership with the American Indian Community Housing Organization, donating soap, shampoo and bed linens.

The Radisson Fort George Hotel and Marina in Belize participated in a program to help the homeless. The team donated clothes, towels, soap and food. They also created a mentorship program designed to improve hygiene, supporting 190 children.

## EMEA Supports

To raise money for SOS Children's Villages in Belgium, the team at our EMEA Headquarters in Brussels put up a pop-up restaurant at the corporate office. At lunchtime, regular as well as vegetarian gourmet hot dogs were sold.

Hotels in Oslo hosted a BBQ attended by more than 120 employees, families and friends. Multiple raffles took place, raising more than €3,000 for SOS Children's Villages.

Chefs at the Radisson Collection Hotel, Moscow visited a center for children who don't have any parental care. The chefs organized a cooking masterclass, providing food and inspiration to the children.



# WASH

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

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

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

## Just A Drop

One example of our commitment to global water health is the company's partnership with [Just a Drop](#). This international water aid works to bring safe drinking water to water-stressed communities.

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

“The Just a Drop partnership with RHG is hugely meaningful. The towel reuse program has not only saved over 81 million liters of water. Through funds raised from these savings it has also transformed the lives of people across Asia, Africa and Latin America by providing access to safe water, sanitation, hygiene education enabling them to flourish and escape extreme poverty.”

Fiona Jeffery  
Founder & Chairman Just a Drop



In the past four years, the towel reuse program has funded 21 projects in India, Kenya, Nicaragua, Peru, Uganda, and Zambia. The projects help children stay healthy and attend school. They also empower women by reducing the amount of time they need to source water for their families. Overall health conditions are also improved and job opportunities are created.

In Kenya, Just a Drop has been able to introduce sustainable agricultural practices to communities. The charity has brought clean water to remote villages in Nicaragua and improved sanitation in a number of Indian villages. As with all Just a Drop projects, each project is community-led and sustainable. The projects are designed to provide long-term benefits and ensure people have clean water for decades to come.



**5.4 million**  
million towels reused  
since 2015



**27,000**  
people supported with  
clean drinking water



**21**  
projects

## Soap for Hope Sydney

Radisson Blu Plaza Hotel Sydney was joined by APAC corporate leadership to volunteer and create more than 200 new bars of soap. These were donated to the St. Vincent de Paul Society. Approximately 35 of our hotels currently participate in Soap for Hope.



# Think Planet

"The hotel industry represents approximately 1% of the world's total CO2 emissions. As one of the largest hotel groups, we have the responsibility to reduce the resources our hotels use. Operating sustainably enables RHG and our owners to be future proof. Our THINK Planet initiatives and tools are efficient, easy to implement and directly help the triple bottom line of planet, people and profit."

Aly El-Bassuni  
Chief Operating Officer Americas



**36**

hotels with 100% renewable energy



**449**

hotels eco-labelled



**341**

electric car-charging stations



**15.8%**

carbon reduction per square meter since 2017



**1.9%**

water saved per occupied room vs last year



**100%**

of our meetings are carbon neutral



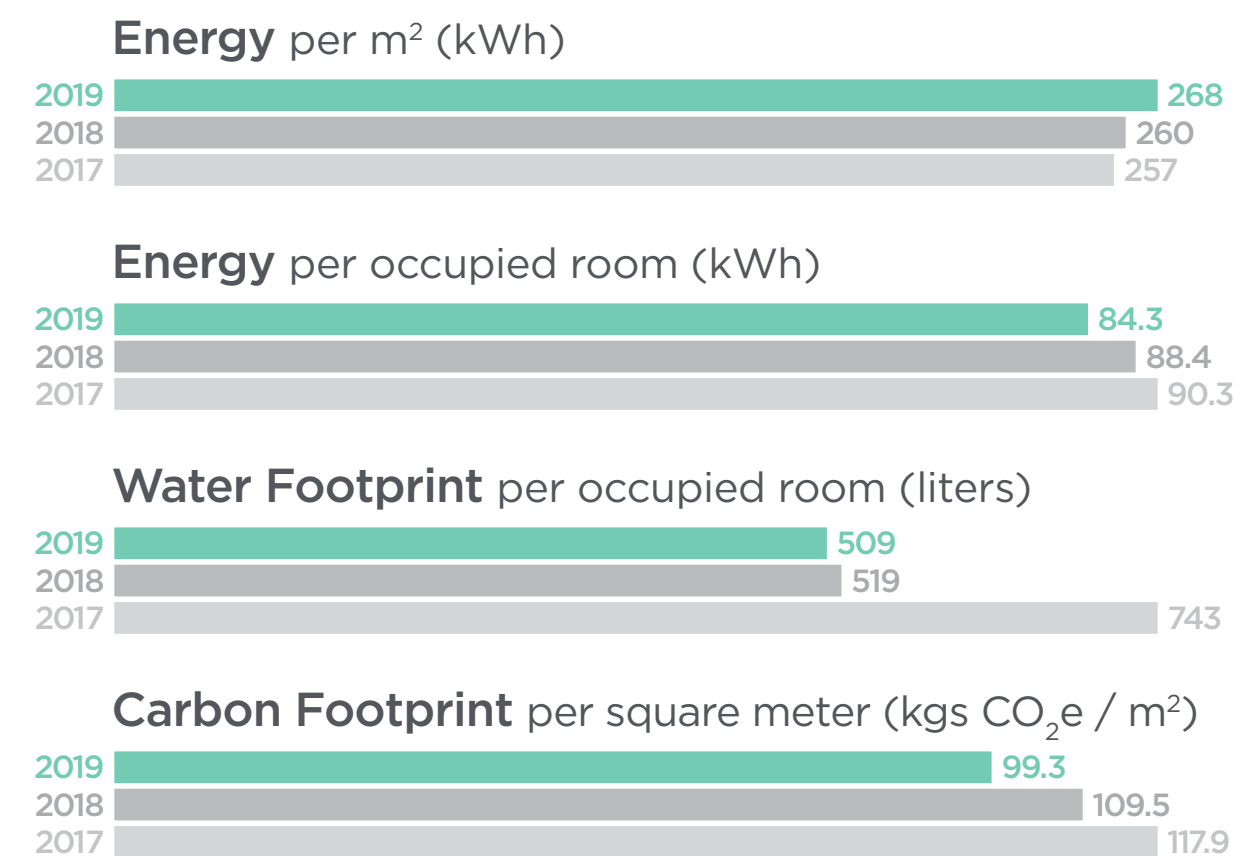
# Think Planet principles

At Radisson Hotel Group, we are making efforts to reduce our carbon, energy, water, and waste footprint as part of Think Planet. We aim to reduce the negative impact of our business on the planet, and to protect valuable natural resources for future generations.

We have set clear targets to minimize our environmental footprint. By 2022, we aim to reduce our water consumption and carbon footprint by 10% (compared to 2017). We actively strive to use smart technologies to limit our energy and water use, and work closely with suppliers, employees, and guests to reduce waste.

As members of the ITP, we embrace climate action and encourage the wider industry to join in reducing emissions at scale. We aim to align with science-based targets and continue to drive best practices in water stewardship initiatives.

## Think Planet Performance Indicators\*



\*RHG owned, leased and managed hotels



# Energy

During 2019, our energy intensity was 84.3 kWh per occupied room. These figures represent a 4.5% reduction in energy use compared to 2018. This improvement has been achieved by optimizing lighting, heating and cooling systems, focusing on energy efficiency in daily operations, and investing in new technologies.

## **A world of opportunities**

It is estimated that 30% of the energy used by buildings is wasted. A key goal of our Think Planet energy targets is to reduce overall energy consumption significantly. There are several ways we do this. They include investing in energy saving technologies and tools, developing environment friendly building designs, collaborate with owners and investors to invest in sustainability measures and engaging and educating employees.

## **Green buildings**

RHG is focused on making investments in our properties to significantly lower energy costs and dramatically increase environmental friendliness - up to being climate neutral. This starts with the buildings themselves, by integrating Think Planet principles in our standards and promoting certifications such as LEED, BREEAM or EDGE.



# Energy

## Energy saving technologies

Thanks to the hotels' Building Management Systems, we optimize the performance of our heating, ventilation, and air-conditioning (HVAC) systems. We adopt innovative technologies such as smart thermostats and energy efficient packaged terminal air conditioners.

## LED Retrofit

In both new and existing buildings, we have deployed LED lighting to reduce our energy use while improving guest comfort, safety and security. Most of our hotels in EMEA combine LED lighting with keycard controlled or smart-lock rooms.

## Kaizen <sup>®</sup>

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

## Tools and preventive maintenance

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

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

## Habits

Good habits are essential to achieve our Think Planet targets. We implement continuous and creative communications to ensure that employees develop good energy-use habits. The new Responsible Business training program includes specific modules to help hotel teams to change behaviors and reduce overall utility use.



# Carbon footprint and renewables

Our Scope-1 and -2 greenhouse gas emissions result primarily from energy consumption. In 2019, our carbon footprint per square meter was 99.3 kg of CO<sub>2</sub>e, 9.2% lower than in 2018. Our total Scope-1 and Scope-2 carbon footprint amounts to 515,026 tons of CO<sub>2</sub>e.

## Renewable energies

RHG actively strives to reduce our carbon footprint by increasingly using renewable energy sources. We believe that renewable energy has immense untapped potential. That's why we partner with innovative companies that strive to provide clean, renewable energy from alternative sources. Our goal is to actively help fight climate change by reducing demand for energy from CO<sub>2</sub>-intensive sources.

## Hotel Carbon Footprint Measurements

The Hotel Carbon Measurement Initiative (HCMI) is a methodology and tool which enables hotels to measure and report on carbon emissions in a consistent way. It was developed by the International Tourism Partnership and the World Travel & Tourism Council in partnership with Radisson and other global hotel companies. HCMI can be used by any hotel anywhere in the world.

Managed hotels in the Americas use Energy Star Portfolio Manager to report their energy consumption.

In 2019, 36 hotels operated on 100% renewable energy, including all hotels in the Nordics and France. On average in EMEA, 17.9% of the energy we use comes from renewable sources.

## Smart rooms

In 2019, PPHE, which owns and operates Park Plaza Hotels & Resorts across Europe, installed Green Point, an energy efficient room control system in 1,600 rooms in the United Kingdom and 300 rooms in The Netherlands.

Also, 47% of the rooms of our managed hotels in the Americas are equipped with smart thermostats, enabling significant CO<sub>2</sub> emission reductions.



# 100% Carbon Neutral Meetings

A world's first at this scale, Radisson Hotel Group has launched a global initiative to automatically offset the carbon footprint of every meeting and event taking place at its more than 1,100 hotels worldwide.

The company's 100% Carbon Neutral Meetings program will offset 38,300 tons of CO2 annually — at no cost for clients. According to the United States Environmental Protection Agency, that is the equivalent of taking more than 8,300 cars off the roads every year.

RHG offsets carbon emissions in partnership with [First Climate](#), one of the world's largest carbon-offset organizations.



# 100% Carbon Neutral Meetings

## First Climate projects

Carbon offsetting is done by supporting projects that combat climate change and have a positive sustainable development contribution. All selected projects are Gold Standard or Verified Carbon Standard certified.

## India: Generating biogas for clean cooking

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

## Kenya: Providing clean cooking and water

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

## Peru: Reducing deforestation sustainably

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

## Turkey: Harvesting the wind

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

## USA: Producing renewable power

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

“Without voluntary commitment from the private sector, the aim of the Paris Agreement to keep global warming well below 2°C is unattainable. By offsetting the carbon footprint of events hosted worldwide in RHG, Radisson Meetings helps to reduce emissions. First Climate is proud to support this commitment.”

Jochen Gassner, CEO, First Climate Markets AG



# Water stewardship

## Precious commodity

A limited and valuable resource, water is at the heart of one of the most vital sustainable development challenges of our time. Better management of water is not only good for the planet and people, but it's also good for business.

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

### UN CEO Water Mandate

RHG signed the CEO Water Mandate in 2014, becoming the first hospitality company to do so. Since then our company has centered its actions and guest experience solutions on the Mandate's six water stewardship commitments:

1. Direct Operations
2. Supply Chain & Watershed Management
3. Collective Action
4. Public Policy
5. Community Engagement
6. Transparency

### Consumption & Water stress

Around 36% of all the water consumed by our hotels occurs in water-stressed areas. These are areas where water is scarce, of poor quality, or not easy to access.

In 2019, RHG continued its efforts to reduce water consumption through the installation of water-saving technologies and the education of both employees and guests. Across the entire Group, water consumption was reduced to 470 liters per occupied room in 2019, a reduction of 6.1% compared to 2017.

### Water initiatives

Specific actions are designed to help hotels further reduce their water consumption. The action plan and toolkit<sup>®</sup> include tools and solutions for technical plants, guest rooms, kitchens, pools and landscaping. We install water saving technologies in areas where water consumption is high and engage our guests through initiatives such as our towel re-use initiative and green housekeeping program.

The Think Planet Water Initiative toolkit includes training movies. They are used to train housekeeping, laundry, and kitchen employees to reduce their water usage.

### Measuring our performance

Members of the ITP including RHG, have developed a methodology to measure and report water consumption in a consistent manner across the hotel industry. Known as the Hotel Water Measurement Initiative (HWMI), the methodology enables any hotel to measure and report on the water footprint of an individual hotel stay, a meeting, or an event.

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

Managed hotels in the Americas use Energy Star Portfolio Manager to report their water consumption.



84,164 m<sup>3</sup><sup>®</sup>

of gray or black water was collected for reuse in 2019. That's the equivalent of 336 Olympic swimming pools.



8.3%<sup>®</sup>

of our hotels do collect and reuse gray and black water

# Water stewardship



## Desalination plant turned on

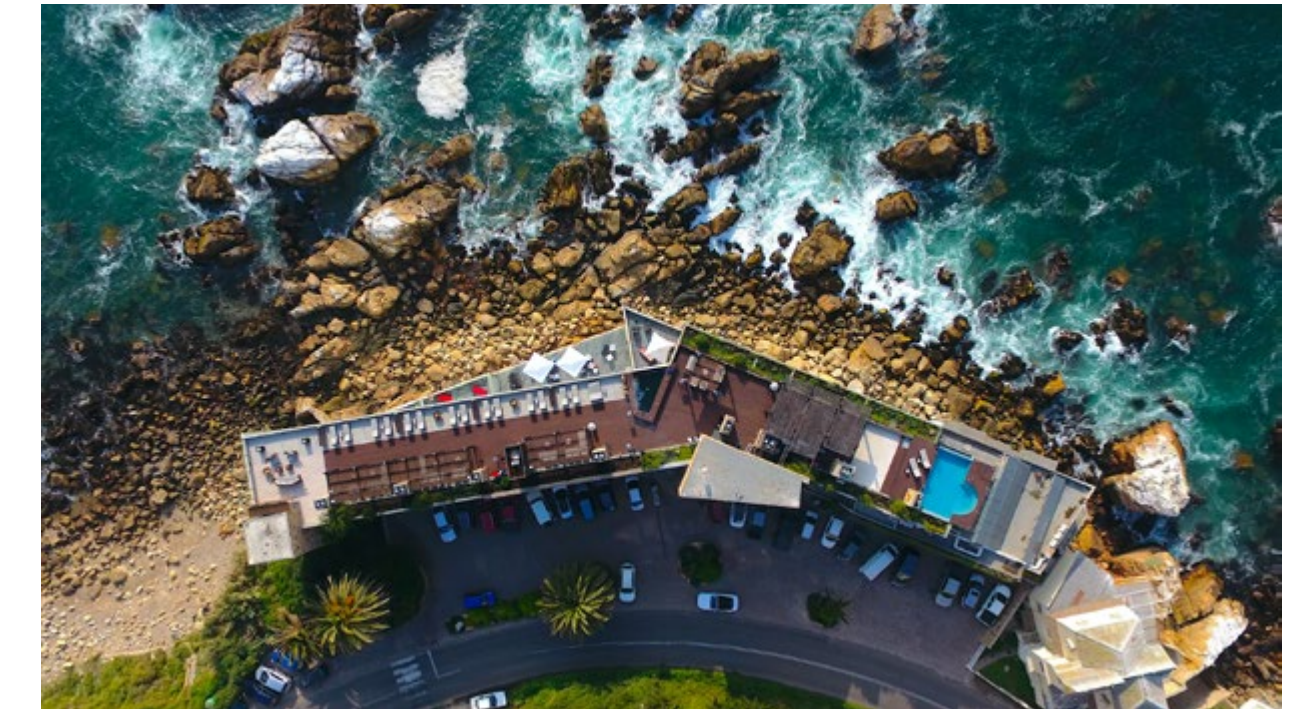
The Radisson Blu Hotel Waterfront, Cape Town spearheads the sustainable use of scarce resources, as the region continues to look to ways to save water. The hotel has started supplying its entire building with fresh water produced in its own, newly built, in-house desalination plant.

The hotel can harvest sea water for desalination purposes, as it is located directly on the rocky Atlantic Coast in Granger Bay, Cape Town. A borehole was sunk underneath the hotel to access the water source, allowing water to be pumped through a reverse osmosis plant to keep the hotel's freshwater tank full at all times. Using a desalination plant allows the hotel to operate completely separate from the municipal water supply.



## Reduce and re-use

Located on the outskirts of Tatra National Park and UNESCO Biosphere Reserve, the new Radisson Blu Hotel in Zakopane, Poland is continuing to reduce its water footprint. Equipped with a GreenLife gray-water recycling system, the hotel is able to considerably reduce its water consumption, while at the same time reducing demand on the community water supply. The in-house installation is now the largest gray-water treatment facility in Poland. The German company GreenLife teamed up with its partner Green Water Solutions in Warsaw for the planning and realization of the system.



## When gray becomes green

The facade of the Radisson Blu Aqua Hotel, Concon in Chile is partially covered by a vertical garden, playing the role of a true green lung. It is equipped with a drip irrigation system that uses gray water.

## Simple solutions, great results

The Radisson Blu Mall of America replaced the aerators in the sink faucets and the restrictors in the shower heads which saves 7.5 million liters of water a year.



## Green buildings

Radisson Hotel Group is committed to operating buildings so that they have the lowest possible energy and carbon footprints. We also use eco-modelling tools to create a business case for green buildings, particularly in emerging markets through close cooperation with property owners, builders, and architects.



# Green buildings

## Cutting EDGE

In June 2016, RHG signed a unique cooperation agreement with the International Finance Corporation (IFC), a member of the World Bank, to use the organization's EDGE eco-modelling tool and certification program.

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

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



## Going for LEED Gold

To earn its LEED Gold status, the Radisson Blu Hotel Faridabad in India has engaged in a number of green and sustainable practices. Included among the efforts are two rainwater harvesting pits and a heat island roof top with solar panels that can generate an estimated 70,000 Kwh/year.

The hotel was designed with LED lighting, solar panels, solar lighting, and efficient HVAC systems that offer at least a 40% energy savings over traditional systems. Additionally, the hotel has reduced water waste by 43% thanks to low-flow toilets and the utilization of treated gray water from a nearby sewage treatment plant.

## Sustainable farming

The Radisson Blu Hotel, Dubai Deira Creek, is supporting sustainable farming. The hotel has installed a mobile hydroponic machine. This innovative approach combined with vertical farming uses less water and produces crops without soil—using nutrients supplied by irrigation water instead. This type of farming produces higher yields and reduces the carbon footprint and water usage by 95%. The hotel's objective is to supply fresh vegetables and fruits its 14 restaurants and to local markets while limiting imported products.

## Energy efficient

The Radisson Blu Minneapolis Downtown, MN, focuses on energy reduction on the property. Partnering with the hotel's owners, a capital reinvestment has been made in the building to reduce energy consumption. The hotel hired an energy consultant to help develop a plan, adding energy-management equipment and replacing inefficient mechanical equipment with electronic solutions. The project is now anticipated to result in a 10-month payback through reduced utility costs.



# Reduce, Reuse, Replace, Recycle

Our key priorities for waste management are recycling, food waste management, and the elimination of single-use plastics wherever possible.

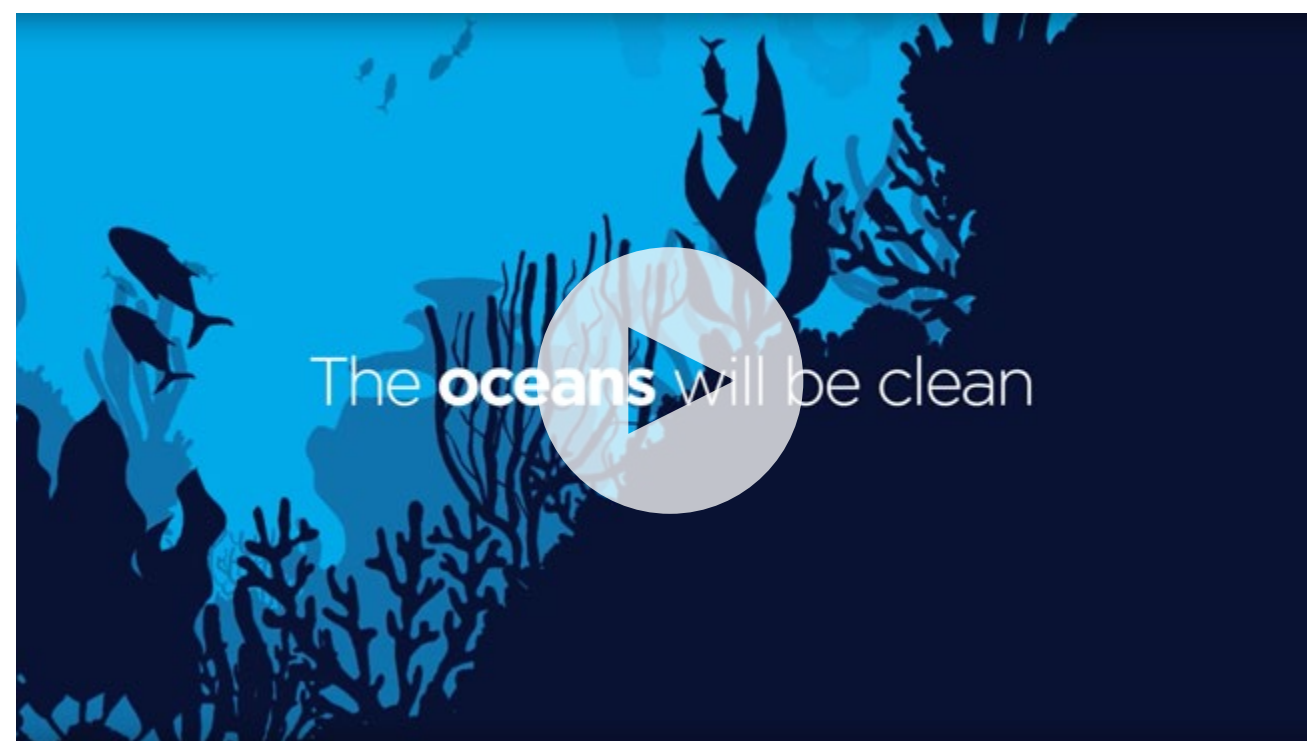
With food waste accounting for more than a third of all food produced in the world, RHG is working towards portion control implementation, correct food storage and avoiding wastage during preparation or through spoilage.

All hotels are encouraged to reduce plastic waste through initiatives such as re-usable water bottles, water filtration systems or #refusethestraw movement.

## Global commitment

RHG has launched in February 2020, a global roll-out plan of plastic reduction – including the introduction of bulk amenities in all hotels by 2022. RHG will implement bulk amenity dispensers across all brands by the beginning of 2022, replacing small bottles for common bathroom products. This action will remove 57 million miniature amenities from circulation, avoiding the use of almost 500 tons of plastic annually.

In addition, RHG has a global commitment to #refusethestraw, ensuring plastic straws and plastic stirrers are no longer used in its hotels by 2021 and eco-friendly alternatives will be offered to guests upon request.



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



# Reduce, Reuse, Replace, Recycle

## Meeting plastic free expectations

With more than 1 million meetings taking place at Radisson Hotels every year, the potential for waste generation is high as attendees consume bottles of water, packaged food, and other items.

To mitigate these impacts, RHG has worked to replace branded plastic pens with pencils or recyclable pens in selected hotels. Candies are wrapped in eco-friendly, wood-based foil wrappers in a growing number of markets.

In EMEA, an average hotel uses 39,000 water bottles in meetings and events on average annually. To tackle plastic waste, 196 Radisson Hotels are equipped with filtered water systems to reduce the use of plastic bottles. This reduced the CO<sub>2</sub> emissions of each hotel by 3.2 tons annually on average.

To date, the initiative has been a huge success, as shown by a [case study](#) from the UN Environment Program, showing the impact of our work to eliminate single-use plastics.

## Reducing food waste

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

RHG is working to reduce residual food waste, which is typically thrown away in landfills or incinerated. And it's a worthy cause. Not only is food waste a misuse of natural

resources, it's also a significant contributor to the world's carbon footprint because of the energy needed to grow and transport the food.

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

## Unique market

Too Good To Go is a solution that allows businesses to sell excess food left over at the end of the shift or day to combat food waste. Users and businesses save that food and help preserve the environment—reducing food, energy and water waste, as well as CO<sub>2</sub> emissions. The program has a free app that provides a marketplace where businesses who have surplus food can connect with customers who want to rescue this food.

Customers order a “magic bag” of surplus food at a discount on retail price and then collect it from the registered hotels in a pre-set collection window. Currently, 25 Radisson Hotels in Europe partner with Too Good To Go, saving 13,079 meals and creating a CO<sub>2</sub> reduction of 32 tons.



**13,000+**  
meals saved



The magic bag of Too Good To Go

# Reduce, Reuse, Replace, Recycle

## Beach clean up

The Radisson Blu Resort & Spa, Cesme organized its 10th annual beach cleanup activities. In addition to the hotel's team members, even some of the in-house guests volunteered to collect trash. The group filled 20 bags full of waste, celebrating afterwards with an amazing BBQ lunch party that brought the guests and teams from the hotel together.

## Joint effort

The Symphony Style Kuwait, a Radisson Collection Hotel, continues to secure a sustainable future and has signed a cooperation agreement with Omniya to recycle plastic waste used at the hotel. The initiative includes the distribution of recycling bins to help collect plastic water bottles or other plastic containers.

Omniya is a national environmental project aimed at spreading the culture of waste recycling locally and regionally. The Omniya Project was founded in 2015 to spread awareness about recycling in Kuwait.

## Art icon

The Radisson RED Brussels found a creative way to repurpose key cards into art. The hotel collected used key wallets from guests over the past year and then upcycled them into a pixel-like work of art in the hotel's lobby. The image honors Audrey Hepburn, who was born in Brussels, just like the Radisson RED brand. The artwork mural is made of more than 750 keys that were saved from the trash.

## Farm to table. Table to farm.

On top of working on strict portion control to limit drastically waste, the team at the Radisson Blu Mall of America, MN has launched a partnership with a local pig farm. Consequently, the remaining food waste is diverted from landfill.

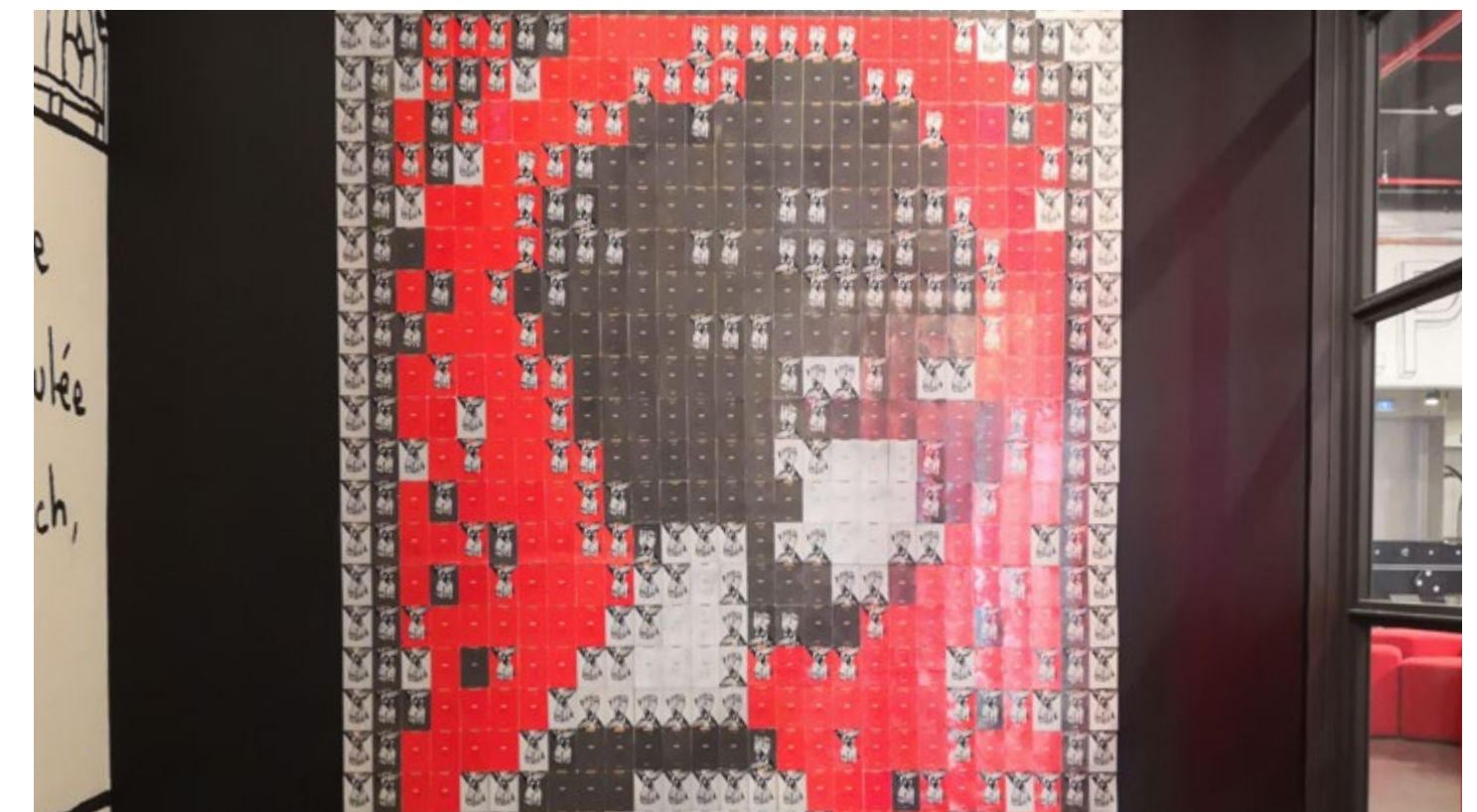
## Clean the city

Team members at the Park Inn by Radisson Mazatlán, Mexico, recently volunteered at a beach and city clean up. This collaboration was a great example of people working together to preserve natural resources.

## Tactful tourism

RHG continues to secure a sustainable future for many of Asia's rapidly-developing tourism destinations. For example:

- Radisson Blu Bali Uluwatu, Indonesia offers straws made from corn-starch, plus bags, slippers and bathroom amenities from natural materials.
- Radisson Blu Resort Phu Quoc became the first international hotel in Vietnam to produce its own bamboo straws, and guests can visit the onsite bamboo farm and learn how the straws are made.
- Radisson Blu Resort Maldives will have a glass crushing machine installed, which allows glass waste to be pulverized in-house, packed and shipped for recycling.
- Radisson Blu Resort Cam Ranh works towards employing a food waste reduction program.



# Eco-labels

Making sure our hotels operate as sustainable as they can is key. Certification from a third-party organization is ideal to recognize our efforts. It is also a great differentiator. As of end 2019, 449 hotels, including 79% of our EMEA portfolio, have an eco-label.

“We have enjoyed a very successful partnership with RHG for almost ten years, and we are looking forward to supporting them in increasing the number of eco-labelled hotels.”

Finn Bolding Thomsen  
Green Key International Director

Green Key is our main partner when it comes to eco-certification. It is also one of the largest hospitality certifiers in the world. Hotels with the Green Key eco-label comply with nearly 100 sustainability criteria covering energy management, waste control, water usage, and social responsibility. These criteria are recognized by the Global Sustainable Tourism Council. All Green Key awarded hotels receive regular on-site audits conducted by third-party auditors.

### Local eco-leaders

The Radisson Blu Plaza Hotel Sydney is the first Radisson Hotel in Asia Pacific to be awarded the Green Key certification. The Radisson Blu Hotel, Lagos Ikeja has also been awarded.



449

hotels are eco-labeled globally



Radisson Blu Plaza Hotel Sydney receives the Green Key eco-label



Radisson Blu Hotel, Lagos Ikeja with the Green Key eco-label

# Green operations

## Green and clean

Our Green Housekeeping Program is an initiative to help build a better planet for all. It is a housekeeping by-pass program designed to help conserve water and energy and reduce the use of detergent. For each night that a guest opts into the program, they receive Radisson Rewards Points. Currently, 119 Radisson Hotels are offering Green Housekeeping.

## Signature savings

In 2018, Radisson Hospitality Inc. transitioned to e-signatures for contracts and other documents requiring signature. The transition has resulted in a savings of both time and paper, since documents are no longer being printed, shipped, or mailed. Currently, the company has 60 e-signature users. In 2019, more than 2,500 documents were sent for electronic signature.

## Digital opportunities

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

By using Hotelkit, hotels see a direct impact on paper reduction. An average hotel saves 8,000 sheets of paper annually. In terms of social responsibilities, Hotelkit provides easy onboarding of new employees and continuous training of employees. Articles and how-to-videos in the handbook ensure employees meet safety requirements. This encourages knowledge management and self-learning.

Additionally, Hotelkit aids in sustaining good interpersonal relations with employees in different departments. Employees can communicate and contribute ideas with each other regardless of their job position. With every employee having access to HotelKit, it is easier than ever to keep all informed about what is going on in the hotel.



80

hotels using Hotelkit



# Food and Beverage

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

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

## Food & Beverage direction 🌱

RHG properties in Europe, the Middle East, and Africa, now have a new corporate Food and Beverage emphasis that promotes guest well-being and sustainability. The changes include food menus that will be 35-40% vegetarian and plant based.

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

## Cage Free eggs

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

With this announcement, RHG is ensuring decent welfare standards for animals that are reared for the ingredients used in the meals served in its hotels.



196

hotels use cage free eggs





# Contributing to sustainable destinations

## Earth Hour

Every year, Radisson Hotel Group supports Earth Hour, the world's largest grassroots movement for the environment. Most hotels and corporate offices do take part by switching off non-essential lights for an hour.

- The Radisson Blu Hotel, Amsterdam created a special menu with cold dishes, so barely no energy was used in the kitchen.
- Guests at the Radisson Blu Hotel Istanbul Ottomare and the Radisson Blu Olympiyskiy Hotel, Moscow enjoyed energy-saving candlelit dinners.
- The Radisson Blu Resort & Spa, Cesme surprised guests with cocktails by candlelight in its lobby.
- The Radisson Blu Hotel Waterfront, Cape Town invited guests to a nighttime yoga session.

## Earth Overshoot Day

Earth Overshoot Day is the day each year when human consumption goes beyond the natural resources the planet can generate in that year.

Humans are using the planet's resources faster than ever, so we must all join #MoveTheDate and help push Earth Overshoot Day back each year.

Beyond this day, we're consuming resources that can't be regenerated. Currently people use 1.7 times as many resources as our planet can handle. Pushing Earth Overshoot Day back by just five days would provide a sustainable way of life for everyone by 2050.

Various teams across RHG took action to commemorate the day by increasing their plant-based diet options on menus, organizing a meatless Monday, taking action to reduce food waste and by promoting #movethedate.

## Planting for the planet

Six Radisson Hotels in St. Petersburg, Russia banded together with volunteers from the environmental organization, Circle of Life, to hold a tree planting event and combat rising deforestation. Together, they planted several hundred fir trees.



# Contributing to sustainable destinations

## Smart transport

Since 2017, whenever guests are recharging their batteries through a stay at a Radisson Hotel, they have been able to also charge their electric car for free.

The service gives guests an easy charging solution and helps to ensure they will get to their next destination quickly and cleanly. It's a win for RHG guests and for the environment, thanks to the 328 electric car charging posts spread across 104 hotels.

Many Radisson Hotels are now going the extra step and exclusively using taxi services that offer hybrid or electric vehicles. This service is already available from 66 of our hotels.

## Local impact

Radisson hotels around the world are taking vital action to protect biodiversity in their local communities. During 2019, Radisson Hotels planted 16,000 trees and were running 34 beekeeping programs.

Bee populations are under pressure from increasing urbanization and pollution. To encourage biodiversity in their local areas, many Radisson Hotels are now sponsoring beehives or 'hosting' them. Bees are responsible for pollinating 76% of our food crops and 80% of cut-flowers. They are critical to local biodiversity. Additionally, the honey the hives produce can be used directly in the hotel. For example, the **Radisson Blu Mall of America** in Minnesota hosts two bee hives on its roof. The honey produced is used in dishes from the hotel restaurant, in cocktails at the bar and as gifts for guests.

RHG is ensuring that the bees have plenty of places to obtain food by planting green roofs, vertical gardens and herb gardens. Currently 28 hotels have a green roof, 44 hotels have a vertical garden and 97 hotels have an onsite herb garden.



# Responsible Supply Chain

Radisson Hotel Group works with sustainable suppliers to provide integrated projects and solutions for our hotels. We are also committed to combating modern slavery in the supply chain and are encouraging our partners and the broader business community to take a stand against human trafficking and for human rights.

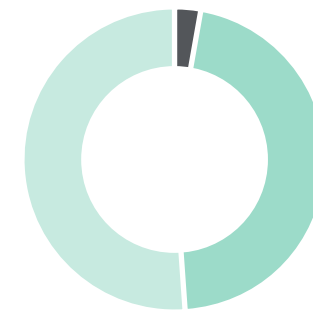
## Supplier code of conduct

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

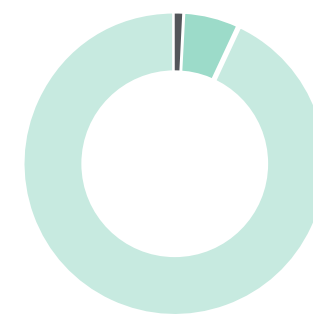
The Supplier Code of Conduct includes obligations for suppliers and the broader business community to take a stand against human trafficking and modern slavery. The Supplier Code of Business Conduct supplements the Code of Business Conduct and Ethics and is signed by all suppliers at group and area levels.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



SUPPLIER TYPE	
Mature Markets	51%
Emerging Markets	49%



SPEND BREAKDOWN	
Corporate	3%
Regional	49%
Local	48%



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



# Responsible Supply Chain

## Reducing risk

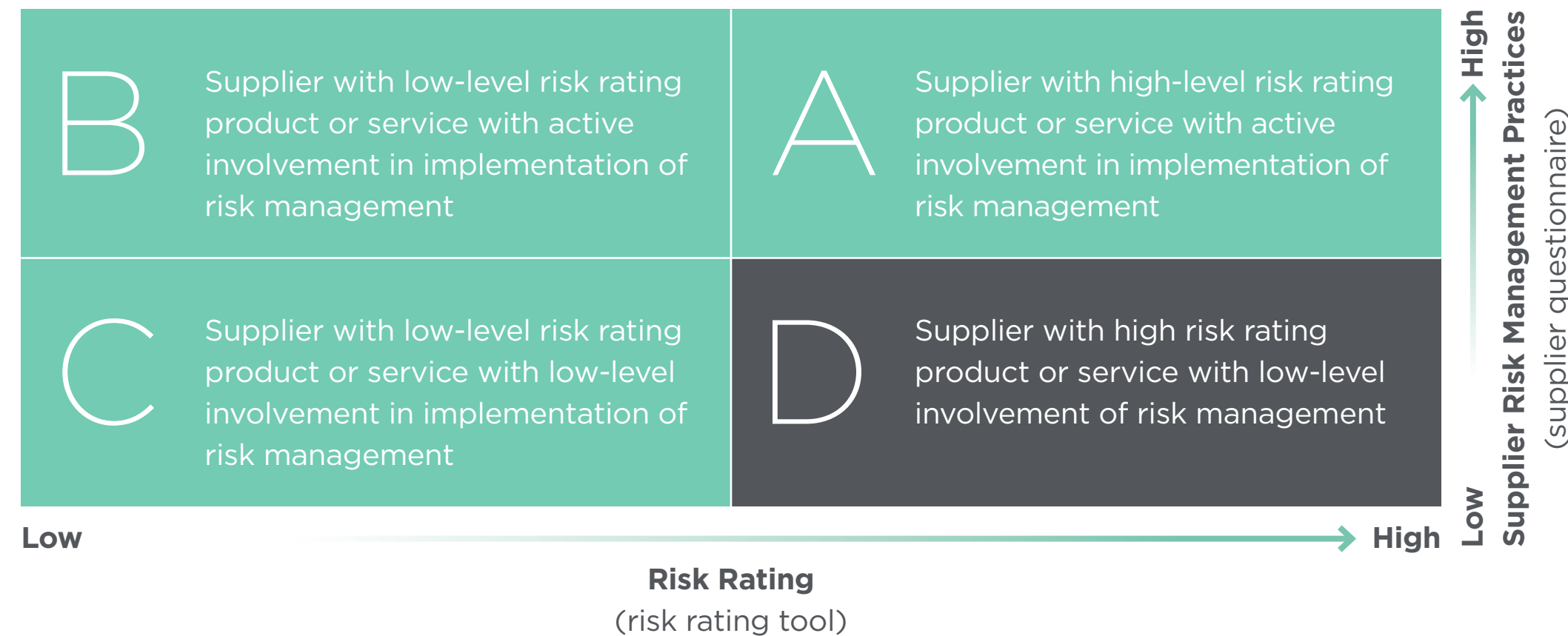
As part of our ongoing supplier due diligence, the company's Request for Information (RFI) tendering process has been enhanced. This allows RHG to evaluate new and potential suppliers during the first phase of the tender process. The RFI contains multiple criteria, including a set of knock-out criteria,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

The supplier risk mapping analysis is another tool that's used to assess existing suppliers and their performance.

The supplier analysis criteria include environmental sustainability, human rights, health and safety, community action, business ethics, and sustainable innovation in research and development.

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

## RHG SUPPLIER RISK MAPPING MODEL



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

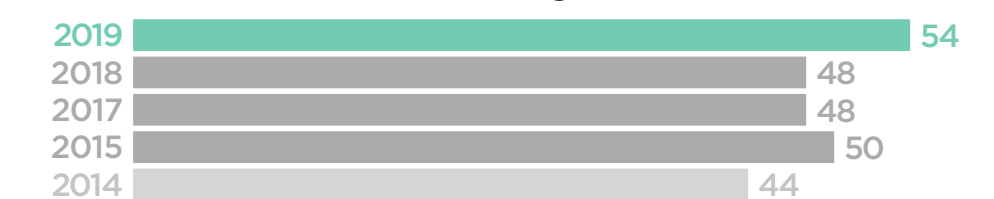


## EcoVadis star rating

RHG has been awarded a Silver supplier rating by EcoVadis for the company's sustainable practices for the fifth consecutive year. EcoVadis evaluates more than 20,000 companies annually on their environmental, human rights and ethical performance. The goal is to improve environmental and social practices of companies by leveraging the influence of global supply chains.

Each company is assessed through a questionnaire which is customized to the size of the business, its industry sector and countries of operation. The EcoVadis rating covers four areas: fair business ethics, the environment, sustainable procurement and labor practices and human rights. The Silver award places RHG amongst the top 30% of EcoVadis performers.

## EcoVadis RHG ratings



# Appendices

# Appendix: Eco-Labelled Hotels

## ARUBA

- Radisson Blu Aruba

## AUSTRALIA

- Radisson Blu Plaza Hotel Sydney

## AUSTRIA

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

## BAHRAIN

- The Diplomat Radisson Blu Hotel Residence & Spa, Manama

## BANGLADESH

- Radisson Blu Dhaka Water Garden

## BELGIUM

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

## BELIZE

- Radisson Fort George Hotel and Marina

## BRAZIL

- Radisson Hotel Curitiba

## CANADA

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

## CHINA

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

## COLOMBIA

- Park Inn by Radisson Diamond Barranquilla

## COSTA RICA

- Park Inn by Radisson San Jose, Costa Rica

## CROATIA

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

## CZECH REPUBLIC

- Park Inn by Radisson Hotel Prague

## DENMARK

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

## EGYPT

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

## ESTONIA

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

## ETHIOPIA

- Radisson Blu Hotel, Addis Ababa

## FINLAND

- Radisson Blu Aleksanteri Hotel, Helsinki
- Radisson Blu Grand Hotel Tammer, Tampere
- Radisson Blu Hotel, Espoo
- Radisson Blu Hotel, Oulu
- Radisson Blu Marina Palace Hotel, Turku
- Radisson Blu Plaza Hotel, Helsinki
- Radisson Blu Royal Hotel, Helsinki
- Radisson Blu Seaside Hotel, Helsinki

## FRANCE

- Park Inn by Radisson Lille Grand Stade
- Park Inn by Radisson Nice Airport
- Radisson Blu 1835 Hotel & Thalasso, Cannes
- Radisson Blu Hotel at Disneyland® Resort Paris (Marne-la-Vallée)
- Radisson Blu Hotel, Biarritz
- Radisson Blu Hotel, Champs Elysees, Paris
- Radisson Blu Hotel, Lyon
- Radisson Blu Hotel, Marseille Vieux Port
- Radisson Blu Hotel, Nantes
- Radisson Blu Hotel, Nice
- Radisson Blu Hotel, Paris-Boulogne
- Radisson Blu Hotel, Toulouse Airport
- Radisson Blu Resort & Spa, Ajaccio Bay
- Radisson Blu Resort, Arc 1950

## GEORGIA

- Radisson Blu Hotel, Batumi
- Radisson Blu Iveria Hotel, Tblisi

# Appendix: Eco-Labelled Hotels

## GERMANY

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

## GREECE

- Radisson Blu Park Hotel, Athens

## GUATEMALA

- Radisson Hotel & Suites Guatemala City

## HUNGARY

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

## ICELAND

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

## INDIA

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

## IRELAND

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

## ITALY

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

## KAZAKHSTAN

- Park Inn by Radisson Astana
- Radisson Hotel, Astana

## KENYA

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

## KUWAIT

- Radisson Blu Hotel, Kuwait
- Symphony Style Hotel Kuwait a Radisson Collection Hotel

## LATVIA

- Park Inn by Radisson Residence Riga Barona
- Park Inn by Radisson Riga Valdemara
- Radisson Blu Daugava Hotel, Riga
- Radisson Blu Elizabete Hotel, Riga
- Radisson Blu Hotel Latvija, Riga
- Radisson Blu Ridzene Hotel, Riga

## LEBANON

- Radisson Blu Martinez Hotel, Beirut

## LITHUANIA

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

## LUXEMBOURG

- Park Inn by Radisson Luxembourg City

## MALTA

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

## MEXICO

- Radisson Paraiso Hotel Mexico City
- Radisson Poliforum Plaza Hotel Leon

## MOLDOVA

- Radisson Blu Hotel Chisinau, Moldova

## MOROCCO

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

## MOZAMBIQUE

- Radisson Blu Hotel, Maputo

## NETHERLANDS

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

## NIGERIA

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

# Appendix: Eco-Labelled Hotels

## NORWAY

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

## OMAN

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

## PANAMA

- Radisson Colon 2000 Hotel & Casino

## PHILIPPINES

- Radisson Blu Cebu

## POLAND

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

## QATAR

- Radisson Blu Hotel, Doha

## ROMANIA

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

## RUSSIA

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

## SAUDI ARABIA

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

## SENEGAL

- Radisson Blu Hotel, Dakar Sea Plaza

## SERBIA

- Radisson Collection Hotel, Old Mill Belgrade

## SIERRA LEONE

- Radisson Blu Mammy Yoko Hotel, Freetown

## SLOVAKIA

- Park Inn by Radisson Danube, Bratislava Hotel

## SOUTH AFRICA

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

## SPAIN

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

## SWEDEN

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

## SWITZERLAND

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

## THAILAND

- Park Plaza Bangkok Soi 18

## TUNISIA

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



# Appendix: Eco-Labelled Hotels

## TURKEY

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

## UKRAINE

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

## UNITED ARAB EMIRATES

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

## UNITED KINGDOM

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

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

## UNITED STATES

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

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

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


## VIETNAM

- Radisson Blu Resort Cam Ranh

## ZAMBIA

- Radisson Blu Hotel, Lusaka

# Appendix: UN Sustainable Development Goals



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

HUMAN RIGHTS  
COMMUNITY ENGAGEMENT




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

FOOD.SHELTER.FUTURE



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

DIVERSITY & INCLUSION  
FOOD AND BEVERAGE




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

PEOPLE DEVELOPMENT &  
TALENT MANAGEMENT



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

DIVERSITY & INCLUSION



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

WATER STEWARDSHIP  
WASH



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

GREEN BUILDINGS  
THINK PLANET



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

THINK PLANET ENERGY



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

EMPLOYMENT & EMPLOYABILITY  
PEOPLE DEVELOPMENT &  
TALENT MANAGEMENT

# Appendix: UN Sustainable Development Goals

**10 REDUCED INEQUALITIES**  
  
**REDUCED INEQUALITIES**  
 Reduce inequality within and among countries


THINK COMMUNITY  
 COMMUNITY ACTION MONTH  
 DIVERSITY & INCLUSION

**11 SUSTAINABLE CITIES AND COMMUNITIES**  
  
**SUSTAINABLE CITIES AND COMMUNITIES**  
 Make cities and human settlements inclusive, safe, resilient and sustainable

CONTRIBUTING TO  
 SUSTAINABLE DESTINATIONS  
 SAFETY AND SECURITY  
 TRIC=S FORMULA

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**  
  
**RESPONSIBLE CONSUMPTION AND PRODUCTION**  
 Ensure sustainable consumption and production patterns

RESPONSIBLE SUPPLY CHAIN  
 REDUCE, REUSE, REPLACE, RECYCLE

**13 CLIMATE ACTION**  
  
**CLIMATE ACTION**  
 Take urgent action to combat climate change and its impacts

THINK PLANET PRINCIPLES  
 CARBON FOOTPRINT & RENEWABLES  
 100% CARBON NEUTRAL MEETINGS

**14 LIFE BELOW WATER**  
  
**LIFE BELOW WATER**  
 Conserve and sustainably use the oceans, seas and marine resources for sustainable development

WATER STEWARDSHIP

**15 LIFE ON LAND**  
  
**LIFE ON LAND**  
 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss

CARBON FOOTPRINT & RENEWABLES  
 100% CARBON NEUTRAL MEETINGS

**16 PEACE, JUSTICE AND STRONG INSTITUTIONS**  
  
**PEACE, JUSTICE AND STRONG INSTITUTIONS**  
 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

BUSINESS ETHICS  
 COMPLIANCE  
 HUMAN RIGHTS  
 SAFETY & SECURITY

**17 PARTNERSHIPS FOR THE GOALS**  
  
**PARTNERSHIPS FOR THE GOALS**  
 Strengthen the means of implementation and revitalize the global partnership for sustainable development

MEMBERSHIPS  
 SOS CHILDREN'S VILLAGES  
 ECO-LABELLING

# Appendix: Global Compact Compliance

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

# Appendix: GRI Standard Disclosures Table

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
<b>GENERAL DISCLOSURES</b>			
<b>ORGANIZATIONAL PROFILE</b>			
102-1	Name of the organization	4	
102-2	Activities, brands, products, and services	4	
102-3	Location of headquarters	3	
102-4	Location of operations	3	
102-5	Ownership and legal form	3	
102-6	Markets served	4	
102-7	Scale of the organization	3	
102-8	Information on employees and other workers	17	
102-9	Supply chain	67	
102-10	Significant changes to the organization and its supply chain	-	
102-11	Precautionary Principle or approach	3	
102-12	External initiatives	12	
102-13	Membership of associations	12	
<b>STRATEGY</b>			
102-14	Statement from senior decision-maker	6	
<b>ETHICS AND INTEGRITY</b>			
102-16	Values, principles, standards, and norms of behavior	19-22	
		29-31	
<b>GOVERNANCE</b>			
102-18	Governance structure	11	
<b>STAKEHOLDER ENGAGEMENT</b>			
102-40	List of stakeholder groups	9	
102-41	Collective bargaining agreements	17	
102-42	Identifying and selecting stakeholders	9	
102-43	Approach to stakeholder engagement	9	
		11	
102-44	Key topics and concerns raised	10	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
<b>REPORTING PRACTICE</b>			
102-45	Entities included in the consolidated financial statements	3	
		-	
102-46	Defining report content and topic boundaries	3	
		10	
102-47	List of material topics	10	
102-48	Restatements of information	11	
102-49	Changes in reporting	3	
102-50	Reporting period	3	
102-51	Date of most recent report	-	
102-52	Reporting cycle	3	
102-53	Contact point for questions regarding the report	81	
102-54	Claims of reporting in accordance with the GRI Standards	3	
102-55	GRI content index	76-77	
102-56	External assurance	81	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
<b>TOPIC SPECIFIC GRI STANDARD</b>			
<b>PROCUREMENT PRACTICES</b>			
103-1	Explanation of the material topic and its Boundary	67-68	
103-2	The management approach and its components	67-68	
103-3	Evaluation of the management approach	67-68	
204-1	Proportion of spending on local suppliers	67-68	
<b>ANTI-CORRUPTION</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	11	
103-3	Evaluation of the management approach	11	
205-1	Operations assessed for risks related to corruption	31	
205-2	Communication and training about anti-corruption policies and procedures	31	
205-3	Confirmed incidents of corruption and actions taken	31	
<b>ENERGY</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	11	
103-3	Evaluation of the management approach	50-51	
302-1	Energy consumption within the organization	49	
302-3	Energy intensity	49	
302-4	Reduction of energy consumption	49	
302-5	Reductions in energy requirements of products and services	49	
<b>WATER</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	11	
103-3	Evaluation of the management approach	55	
303-1	Water withdrawal by source	55	
303-2	Water sources significantly affected by withdrawal of water	55	
303-3	Water recycled and reused	55	

# Appendix: GRI Standard Disclosures Table

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
<b>BIODIVERSITY</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	11	
103-3	Evaluation of the management approach	64-65	
304-2	Significant impacts of activities, products, and services on biodiversity	64-65	
304-3	Habitats protected or restored	64-65	
<b>EMISSIONS</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	11	
103-3	Evaluation of the management approach	52	
305-1	Direct (Scope 1) GHG emissions	52	
305-2	Energy indirect (Scope 2) GHG emissions	52	
305-4	GHG emissions intensity	52	
305-5	Reduction of GHG emissions	49	
		52	
<b>ENVIRONMENTAL COMPLIANCE</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	11	
103-3	Evaluation of the management approach	11	
307-1	Non-compliance with environmental laws and regulations	11	
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>			
103-1	Explanation of the material topic and its Boundary	67-68	
103-2	The management approach and its components	67-68	
103-3	Evaluation of the management approach	67-68	
308-1	New suppliers that were screened using environmental criteria	67-68	
<b>EMPLOYMENT</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	11	
103-3	Evaluation of the management approach	17-18	
401-1	New employee hires and employee turnover	17-18	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	19-22	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
<b>TRAINING AND EDUCATION</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	11	
103-3	Evaluation of the management approach	19-22	
404-1	Average hours of training per year per employee	19-22	
404-2	Programs for upgrading employee skills and transition assistance programs	19-22	
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	11	
103-3	Evaluation of the management approach	23-24	
405-1	Diversity of governance bodies and employees	23-24	
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	17-18	
103-3	Evaluation of the management approach	17-18	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	17-18	
<b>CHILD LABOR</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	78-80	
103-3	Evaluation of the management approach	78-80	
408-1	Operations and suppliers at significant risk for incidents of child labor	78-80	
<b>HUMAN RIGHTS ASSESSMENT</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	78-80	
103-3	Evaluation of the management approach	78-80	
412-1	Operations that have been subject to human rights reviews or impact assessments	78-80	
412-2	Employee training on human rights policies or procedures	26-28	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	78-80	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
<b>LOCAL COMMUNITIES</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	36-46	
103-3	Evaluation of the management approach	36-46	
413-1	Operations with local community engagement, impact assessments, and development programs	36-46	
<b>SUPPLIER SOCIAL ASSESSMENT</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	67-68	
103-3	Evaluation of the management approach	67-68	
414-1	New suppliers that were screened using social criteria	67-68	
<b>PUBLIC POLICY</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	29-31	
103-3	Evaluation of the management approach	29-31	
415-1	Political contributions	29-31	
<b>CUSTOMER HEALTH AND SAFETY</b>			
103-1	Explanation of the material topic and its Boundary	10	
103-2	The management approach and its components	32-35	
103-3	Evaluation of the management approach	32-35	
416-1	Assessment of the health and safety impacts of product and service categories	32-35	

# Appendix: Radisson Hospitality AB Slavery and Human Trafficking Statement 2019<sup>®</sup>

## ABOUT RADISSON HOSPITALITY AB

Radisson Hospitality AB (RHAB) is one of the largest hotel companies in Europe, the Middle East & Africa (EMEA) and a member of Radisson Hotel Group (RHG).

Through a master franchise agreement with Radisson Hospitality, Inc. USA, Radisson Hospitality AB operates and develops hotel brands across EMEA – including Radisson Collection, Radisson Blu, Radisson, Radisson RED and Park Inn by Radisson. It also operates the Radisson Rewards loyalty program for frequent hotel guests.

Radisson Hospitality AB features a portfolio of 500 hotels, with more than 108,000 rooms in operation or under development in 79 countries across EMEA. Radisson Hospitality AB and its brands employ 45,500 team members. Radisson Hospitality AB has an industry-leading Responsible Business Program and has been named one of the World's Most Ethical Companies by the US think-tank Ethisphere nine times.

Radisson Hospitality AB is headquartered in Brussels, Belgium.

## GOVERNANCE AND RECOGNITION

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

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

For nine years, RHAB has been recognized as one of the World's Most Ethical Companies by the Ethisphere Institute, an independent think-tank and center of research which promotes best practices in corporate ethics and governance.

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

## EMPLOYMENT AND EMPLOYABILITY

In 2019, RHAB counted 144 nationalities amongst our employees. Women comprise 43.4% of our employees while 56.6% are men. Of our total workforce, 12.5% is outsourced labor, mainly in housekeeping and banqueting departments. Collective bargaining agreements cover 31% of our employees.

## COMMITMENT TO COMBAT MODERN SLAVERY

RHG is committed to combatting modern slavery and human trafficking, educating employees on the issue, and encouraging our partners, stakeholders and the broader business community to take a stand against slavery and human trafficking. We operate to high standards and advocate socially and environmentally sustainable business practices. Our aim is to combat and eliminate any form of modern slavery and to operate our business without slavery, sexual exploitation, exploiting of children, or forced, bonded, or compulsory labor.

RHG strives to ensure that:

- Every employee has a worker contract
- No employee is forced to work
- No employee is forced to handover government-issued identification, passports, work permits, or bank cards to a third party
- No employee is required to pay any fees in exchange for work
- No excessive deductions are made from any employee's wages

These expectations are applied and include the practices of the labor agencies and outsourced labor suppliers that Radisson utilizes.

## OUR BUSINESS AND SUPPLY CHAIN TEAM INVOLVEMENT IN 'COMBATTING MODERN SLAVERY' INITIATIVE

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

## STRUCTURE OF OUR SUPPLY CHAIN

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

## GUIDING DOCUMENTS: PRINCIPLES AND POLICIES CODE OF BUSINESS CONDUCT AND ETHICS

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

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

## SUPPLIER CODE OF CONDUCT

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

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

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

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

## HUMAN RIGHTS

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

# Appendix: Radisson Hospitality AB Slavery and Human Trafficking Statement 2019<sup>®</sup>

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

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

## RESPONSIBLE BUSINESS

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

## OPERATIONAL DUE DILIGENCE

### AUDITS

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

Other elements are checked including supplier contract approval, work permits for employees from outsourced companies, reference checks on other partners of suppliers, and background checks on outsourced employees in Accounting & Finance, Human Resources, Security, IT, Front Office, and Food & Beverage. An outsourced company cannot sub-contract any activities delivered to the hotel without written approval from Radisson. In 2019, 61% of our managed and leased hotels have been audited.

## RESPONSIBLE RECRUITMENT

12.3% of employees are recruited indirectly through a recruitment agent and 12.5% (down from 13% in 2018) of hotel employees are outsourced. We aim to apply responsible practices when recruiting outsourced employees. To mitigate the risk of modern slavery and human trafficking, RHG uses the responsible recruitment framework. The framework for our hotels includes the use of the Responsible Recruitment toolkit, which support our recruitment practices. The toolkit provides guidance on how to prevent modern slavery and details of how to engage with employees using worker interviews, how to increase awareness of modern slavery amongst employees, how to approach a recruitment agency, and what due diligence to conduct.

The toolkit also supports hotel management teams in their efforts to prevent modern slavery, especially with outsourced labor. The toolkit has been rolled out to all geographic areas in Europe, the Middle East, and Africa. A specific training module on how to use the toolkit has been included in the Leading Responsible Business training for all Head of Departments and General Managers. In 2019, 62% (identical compared to 2018) of our hotels actively used the toolkit.

## SELF-ASSESSMENT QUESTIONNAIRE

As part of the Responsible Recruitment Toolkit, RHG is using a hotel self-assessment created with specialized human rights consultancy Verité. The self-assessment questionnaire (SAQ) allows our hotels to identify potential gaps and vulnerabilities in the recruitment processes. The SAQ is designed to gather information on risks of forced labor and human trafficking that hotels may be facing, and ultimately to help hotels and its third-party intermediaries to detect, remediate, and mitigate risks of labor abuse. It assesses the risk of forced labor or human trafficking in the business processes of third-party intermediaries which provide services related to the recruitment, selection, hiring, transportation, training, and management of migrant workers. Elements of the SAQ have been integrated into the annual Responsible Business status report which is mandatory for all hotels.

## SUPPLIER DUE DILIGENCE

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

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

## RISK MAPPING IN PROCUREMENT SYSTEM

For RHG to understand and control the business risk to our supply chain, we use a range of tools to increase supplier and supply chain visibility.

### Supply chain working group

Together with the industry working group of the International Tourism Partnership's (ITP) RHG developed a risk-rating tool which allows hotels to obtain a more complete overview of our supplier risk profile. The rating weights various criteria including geographic risk, industry, spend, volume, workforce risk, resources, impact, and likelihood of success. The framework allows Radisson to prioritize its focus and to address low-level involvement of risk management with suppliers.

### Supplier questionnaire

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

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

### Tendering process

In addition, the Request for Information (RFI) tendering process was reviewed and updated, allowing the Group to evaluate new and potential suppliers during the first phase of the tender process. The RFI contains multiple criteria, including a set of knock out criteria, allowing RHG to evaluate the supplier's financial, environmental, and human resource status before signing a contract.

### Risk mapping analysis

RHAB uses a risk mapping analysis as part of our supplier due diligence to enable us to understand supplier performance. In 2019, Radisson risk-mapped the top 50% of our corporate suppliers. The results of the risk mapping exercise allow RHAB to have a dialogue on responsible supply chain management with our suppliers. It is used for supplier assessment, evaluation, and will be a discussion point in annual performance meetings with suppliers. First steps have been taken to integrate the risk mapping tool into the corporate procurement IT system allowing capacity building with the existing supplier base.

## TRAINING

We endeavor to educate and facilitate our employees to make a conscious decision in favor of environmental, ethical, and social issues every day, both in their private and work lives. The newly updated Responsible Business training program equips the group's hotels in operation with expertise and skills on an array of topics with a special emphasis on roles hotels play in tackling modern day exploitation. We train all our employees to recognize the risks of modern slavery, sexual exploitation and human trafficking in our operations. We explain the benefits of strong measures to tackle slavery and human trafficking, as well as the consequences of failing to combat these problems. Training compliance is measured on an ongoing basis.



# Appendix: Radisson Hospitality AB Slavery and Human Trafficking Statement 2019<sup>®</sup>

## COMBATTING MODERN SLAVERY TRAINING

A specifically training, designed for Area and Hotel HR teams and recruiters, is used to increase awareness of modern slavery. It provides guidance on due diligence processes. This training is part of the Responsible Recruitment Toolkit and includes information on responsible practices and the use of the toolkit.

## CHILD PROTECTION AND ANTI-TRAFFICKING

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

## AWARENESS RAISING PROGRAMS

### BEST PRACTICE IN THE INDUSTRY

RHG believes that the hospitality industry can be a force for good and make a positive contribution to tackle modern slavery and human trafficking. The Group is a member of the International Tourism Partnership (ITP) and together we work to address challenges, share our expertise and develop practical solutions to enable the whole industry to operate responsibly and grow sustainably.

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

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

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

## ETHICS PLATFORM

A cornerstone of our Code of Business Ethics implementation is [ethics.radissonhotels.com](https://ethics.radissonhotels.com), a website run by an independent third-party organization. Employees can use this site to find information on our Code of Business Conduct and Ethics and report concerns anonymously. Any employee with concerns or questions about the Code is encouraged to raise these directly with their supervisor or person of trust in the hotel or regional organization. If this is not possible, the employee can report the issue online. The site is available in eleven languages and can be utilized by all employees, outsourced employees, and agency workers. Of the 53 reports made in 2019, none involved allegations concerning modern slavery and human trafficking.

## VIOLATIONS OF OUR SUPPLIER CODE OF CONDUCT

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

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

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

## FURTHER STEPS

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

Over the coming year we plan to:

- Continue the development of tools on the responsible recruitment framework and to make them available to our hotels. We will continue to conduct risk evaluations of suppliers of outsourced labor.
- Continue to encourage hotel teams to use the Responsible Recruitment toolkit
- Further develop elements of the Self-Assessment Questionnaire in Area HR audit processes
- Continue supplier engagement and fully implement evaluations and risk mapping analysis for all corporate suppliers, and all high-risk and high-volume regional suppliers to ensure they are complying with our Responsible Business, Human Rights, and preventing Modern Slavery policies.
- Continue our cooperation with other industry partners via the ITP network and the human rights working group to identify and share best practices and participate in projects such as the ILO working group in Qatar
- Include and update modern slavery elements in our existing manuals, contracts, owner International Management Agreements (IMA), standards of operation, and audits

## SIGNED BY THE BOARD

This annual statement for the full financial year 2019 was approved by the Board of Radisson Hospitality AB.



**Mingju Ma**  
Chairman

Radisson Hospitality AB's Slavery and Human Trafficking Statement 2018 can be found [here](#).

# Appendix: Auditors report

## AUDITOR'S REPORT ON THE STATUTORY SUSTAINABILITY REPORT

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

## RESPONSIBILITIES OF THE BOARD OF DIRECTORS

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

## RESPONSIBILITIES OF THE AUDITOR

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

## CONCLUSION

A statutory sustainability report has been prepared.

Stockholm, April 30, 2020  
PricewaterhouseCoopers AB

Signed by  
Eric Salander  
Authorized Public Accountant

Auditor in charge  
Erik Bergh  
Authorized Public Accountant

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