

THE STEPS TO SUCCESS

Rezidor is a people business. We believe that the people who work for us are our biggest asset and the key drivers of our quality performance and fast growth. We hire talented individuals with the right attitude and hone their skills. We develop and promote our employees from within – and everything we do is based on our vision and mission: Yes I Can!

Yes I Can! Our vision and mission

Yes I Can! is much more than a slogan – it is our core service philosophy, our way of life, and the life blood that runs through our veins. Yes I Can! stands for our positive and personal attitude towards our guests and business partners, for the extra mile we go 365 days a year, for the best possible solution we seek in every situation. And it works: a study by the renowned École Hôtelière de Lausanne in Switzerland has shown that Yes I Can! makes a significant contribution to better service performance and increases both employee and guest satisfaction.

Yes I Can! is also the driving force behind our company's own award-winning 5-step people development programme. This programme is our tool to bring each of our employees to his or her full potential, it respects the local cultural values of our 35,000 employees in the 60+ countries in which we operate, and it looks after individual needs and different sets of skills and experiences. It starts with the hiring process, features every level of our organisation and allows us to develop our people from within the company – we are proud to say that 90% of our General Managers are home-grown.

Gimme 5! Our people development programme

How does our 5-step people development programme work? Imagine an inverted pyramid. On the first and broadest level, we work with all our employees via mandatory Yes I Can! and Responsible Business training programmes, as well as on-the-job skills training. Level 2 offers dedicated courses for Supervisors, including our Management Development Programme, which takes them to new heights in their career: they can become Heads of Department and reach level 3 within just two years.

On level 3, two of our most unique training programmes step in. The first is the Business School @ Rezidor, our company's own school, which was launched in 1996 and drives value, quality and revenue. Held every quarter in one of our hotels across Europe, the Middle East or Africa, and led by both internal trainers and external experts, the Business School comprises courses on hotel management and people development, as well as our General Manager Certification Training. In 2010 alone, the Business School was attended by 750 participants from 42 countries.

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The second is the Mentor-Mentee Programme, our way of finding the best of the best – people who have the talent to become General Managers. During an ambitious 12-month training period supervised by their personal Mentor (an experienced General Manager), the Mentees gain the skills and confidence to head their very first hotel.

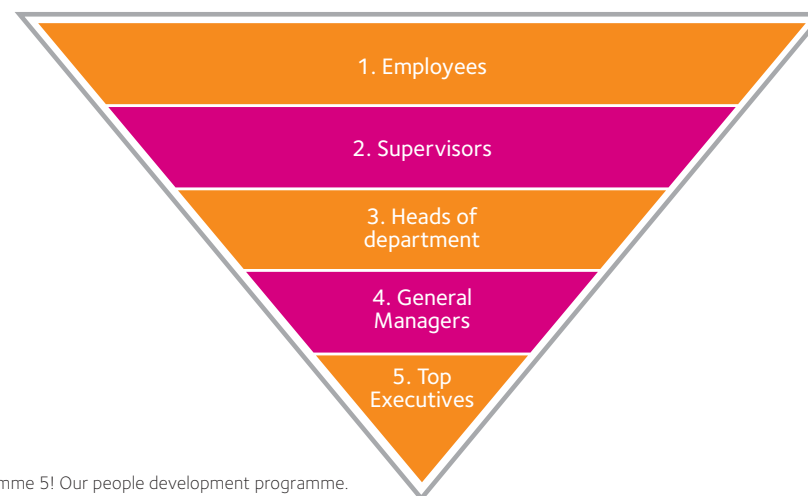
All our General Managers – both “old hands” and “newcomers” – meet again on level 4 of our people development programme and undertake further manage-

ment courses at the Business School. They also have the chance to take the next step in their career and join our Corporate Top Executive team on level 5: carefully selected, highly motivated and extremely knowledgeable senior managers who oversee, direct and further develop our business worldwide.

Rezidor's 5-step people development programme is a living system. Times and needs are changing, and our Corporate Human Resources team works constantly to improve the programme – existing training courses are refined and complemented, and new modules are developed, such as the Rezidor Learning Network, an e-learning system based on a virtual electronic platform.

I can get satisfaction!

We want to be the employer of choice for our people. We care for our employees, involve them in our planning and decision-making processes and ask for their feedback, where we are doing well – and also where there is room for improvement. Our annual Climate Analysis, a Group-wide employee satisfaction survey conducted by an external independent party, shows us that we are on the right track. Since 1991, the first year when the analysis was conducted, and even during the challenging times of the global downturn, Rezidor's Employee Satisfaction Score steadily increased and currently stands at 86.7 – an outstanding result within our industry and other service industries worldwide. Such a result makes us proud and thankful for having such a fantastic, loyal team. And they clearly motivate us: Yes I Can!



Gimme 5! Our people development programme.



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Kelly Mahlangu, Executive Housekeeper at the Radisson Blu Hotel Sandton in Johannesburg.

Can we do
magic day
by day?

YES! ✦

Kelly Mahlangu is Executive Housekeeper at the Radisson Blu Hotel Sandton, Johannesburg, and heads a team of 66 people who take care of the property's 290 rooms and 11 penthouses. Her life is all about "Yes I Can!". Her passion for her job and the perfection with which she does it make her smile as originally she had completely different career plans...

“ When I was a kid, I always wanted to be a teacher – like many members of my family. To be a teacher or a doctor meant something special in South Africa at that time; it was a good job to have. To work in a hotel did not yet earn the same respect. Especially within the black community, people considered it more as a temporary or part-time job without any long-term prospects.

It was purely by coincidence that my very first job was that of a waitress in a pizzeria – I needed to earn some money when I left secondary school. And I really liked it! Serving people was something I was good at, and I could see that the hospitality business offered a lot of career opportunities. I attended a course at Cape Town's International Hotel School and worked at two smaller hotels before I joined the Radisson Blu Waterfront Hotel in Cape Town as the Executive Housekeeper, and later Johannesburg's Radisson Blu Hotel, Sandton in the same position.

At Radisson Blu, I discovered our unique service philosophy Yes I Can. Obviously service was important at the other hotels where I worked, – but not to such an extent, and not with such an emphasis as at Radisson Blu, where Yes I Can! is the strongest and most powerful tool.

Yes I Can! is the engine that keeps me going, challenging me each and every day. It is not only the vision of Radisson Blu but also my own personal mission and way of life. Here in Sandton I was already part of the

hotel's pre-opening team, working with the Human Resources Manager, responsible for recruiting my own team, and I even trained some of my staff from the scratch. They had never worked in a hotel before. I like to share my knowledge and to empower people. I encourage them to take decisions and even make mistakes – as long as they learn from it.

In my job, you have to be positive, you have to be a fast thinker, and you always have to have a plan B. I remember when South Africa's former President Frederik Willem de Klerk stayed at our hotel. He arrived 24 hours earlier than originally announced – and we all had to pull together quickly and decisively to work some magic and have his suite perfectly ready! If I get the chance one day, I would like to share my experience with even more people and join one of our company's task forces to assist with our new hotel openings in South Africa.

South Africa, well, Africa as such, is the region I like the most and where I want to progress my career. But I also have a little big dream of taking a trip to Europe one day, to Spain. During the Football World Cup, the goalkeeper and captain of the Spanish national team stayed at our hotel – he was such a nice, friendly man that I really would like to visit his country.

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