

THE
REZIDOR
HOTEL GROUP

BUILDING A NEW FUTURE TOGETHER

RESPONSIBLE BUSINESS REPORT 2017



RADISSON
REWARDS

RADISSONHOTELS.COM

RADISSON
MEETINGS



CONTENTS

ABOUT THE REZIDOR HOTEL GROUP	3
LETTER FROM THE PRESIDENT & CEO	5
RESPONSIBLE BUSINESS HIGHLIGHTS	7
EVERY MOMENT MATTERS 5 YEAR PLAN	8
MATERIALITY AND STAKEHOLDERS	9
ORGANIZATION AND GOVERNANCE	11
THINK PEOPLE	18
THINK COMMUNITY	36
THINK PLANET	42

APPENDICES	
ECO-LABELLED HOTELS	
UN SUSTAINABLE DEVELOPMENT GOALS	
UN GLOBAL COMPACT COMPLIANCE	
GRI STANDARD DISCLOSURES TABLE	
MODERN SLAVERY STATEMENT	
AUDITOR'S REPORT	



RESPONSIBLE BUSINESS

SCOPE AND BOUNDARIES OF THIS REPORT

The 2017 Rezidor Hotel Group 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 2017.

Unless indicated, achievements mentioned in this report cover all hotels which are managed, leased, or franchised by The Rezidor Hotel Group. This includes 369 properties which were in operation on 31 December 2017. For new hotels that were opened in 2017, or hotels that discontinued operations during the year, data is only reported for the months they were in operation. Rezidor 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.

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 Rezidor's 2017 Annual Report. The Rezidor Hotel Group applies the precautionary principle. The Responsible Business Report also fulfills the statutory sustainability reporting requirements in the Swedish Annual Accounts Act (based on the EU Directive 2014/95). It is prepared in line with the GRI G4 Disclosure Guideline, in accordance – Core option.

This is Rezidor's 12th annual Responsible Business Report.

AT A GLANCE

ABOUT THE REZIDOR HOTEL GROUP

Rezidor Hotel Group AB (publ) (REZT), publicly listed on Nasdaq Stockholm, Sweden, is one of the largest hotel companies in Europe, the Middle East & Africa.

Rezidor is a member of The Radisson Hotel Group, 11th largest hotel group in the world. Through a master franchise agreement with Radisson Hospitality, Inc. USA - Rezidor operates and develops Radisson Collection, Radisson Blu, Radisson, Radisson RED, and Park Inn by Radisson, across EMEA; along with the Radisson Rewards loyalty program for frequent hotel guests. Since 2016, Rezidor also owns 49% of prizeotel.

The Rezidor Hotel Group features a portfolio of 472 hotels with more than 104,000 rooms in operation or under development in 78 countries across EMEA. The Rezidor Hotel Group and its brands have 45,500 team members across EMEA. Rezidor has an industry-leading Responsible Business Program and is named one of the World's Most Ethical Companies by the US think-tank Ethisphere since 2010.

Rezidor is headquartered in Brussels, Belgium.

For more information, visit;
www.rezidor.com
www.radissonhotelgroup.com





THINK PEOPLE THINK COMMUNITY THINK PLANET

As a leader of Responsible Business in the hospitality industry, we are committed to work in a responsible and sustainable way. Our drive to be a responsible hotel company is only possible through the combined energy of our 45,500 hoteliers in 78 countries, and our guests and partners around the world.

At Rezidor Hotel Group, we are committed to caring for our people, our communities and the planet. We believe this is essential to a running a thriving business and our responsibility as global citizens.

We continue to work on the 3 pillars of our Responsible Business program:

- Think People – Caring about people in our hotels and value chain
- Think Community – Meaningful contributions to communities around the world
- Think Planet – A better planet for all. Reducing our carbon footprint, energy, water and waste

In 2017 we have had a fantastically responsible year with impressive engagement from our global team. We won two major Responsible Business awards, one by UNWTO and one by IMEX, and were named a World's Most Ethical Company for the eight-consecutive year.

In 2017 we continued our Think Planet journey and are now using 8% less energy than in 2016. In support of our commitment to green meetings, Rezidor has launched Carbon Free Meetings at Radisson Blu hotels in EMEA.

As an endorser of the UN CEO Water Mandate, Rezidor Hotel Group remains focused on water stewardship and on contributing to water scarce communities. With the support of our partner Just a Drop, Rezidor has helped to provide safe drinking water for life to more than 17,500 children.

Safety and Security is paramount in our hotels. We continued the further development of our Safety and Security program and strengthened our partnership with Safehotels Alliance. 199 Hotels across Europe, Middle East and Africa have been certified by Safehotels, emphasizing the importance of Safety and Security in our hotels.

In response to the UN Sustainable Development Goals and the UK Modern Slavery Act, we continue to promote human rights, business ethics, and diversity in all our hotels. This commitment also applies to our business network and supply chain. This year we successfully focused on hiring processes and recruitment partners in the Middle East and by performed a structured risk assessment of our supply chain.

During our Responsible Business Action Month held every September and actions throughout the year, our teams have passionately engaged with their communities and raised €1 million in cash and in-kind donations.

In addition to Rezidor group's company-wide initiatives, we believe the travel and hospitality industry and other partners together can be a force for good.

2017 marked an important year for the tourism industry. Together with other leading hotels groups in the International Tourism Partnership (ITP), Rezidor launched the first ever industry-wide global commitment to sustainability.

Together we announced four 2030 goals on carbon, water, youth employment, and human rights. By committing to the ITP industry goals, we are stepping up our efforts to become even more sustainable as a company and as an industry.

The Rezidor Hotel Group also participates in significant collaborative initiatives to help build a better future for all, including The UN Global Compact and the UN CEO Water Mandate.

We continue to move our company forward and have defined global 2022 targets in Think People, Think Community and Think Planet, as part of our overall company strategic plan. We are conscious that our Responsible Business targets and actions need to contribute to the UN Sustainable Development Goals, which are mobilizing businesses, industries and countries around the world.

Thank you for your interest in Rezidor and our Responsible Business program. We welcome your feedback at responsiblebusiness@radissonhotels.com

Yours sincerely



FEDERICO J. GONZÁLEZ
PRESIDENT & CEO,
REZIDOR HOTEL GROUP

CHAIRMAN OF THE GLOBAL STEERING COMMITTEE
RADISSON HOTEL GROUP

HIGHLIGHTS 2017

2017 has been an exciting and memorable year for Rezidor’s Responsible Business program. Our main achievements include:



- 199 Hotels certified by Safehotels Alliance
- Balanced leadership continues to build momentum towards gender equality and development of our female talent
- 1st Female General Manager appointed in the Kingdom of Saudi Arabia
- Rezidor Hotel Group is recognized as one of the World’s Most Ethical Companies by the Ethisphere Institute for the eighth year in a row



- 32,000+ volunteer hours were donated by Rezidor employees
- €1.0 million donated to charity
- The towel reuse program at Radisson Blu helped to provide safe drinking water for life to more than 17,500 children
- Over 50 Radisson Blu hotels are participating in the Soap for Hope™ program in cooperation with our global supplier Diversey



- Energy savings have reached 8% per m² since 2016
- Water consumption has been reduced by 3% since 2016
- The proportion of eco-labeled hotels in the group has increased to 80%
- The carbon offsetting program has compensated 46,777 tons of carbon since 2012

RB performance indicators	2017	2016	2015
Energy per m ² (kWh)*	245	266	261
Energy per occupied room (kWh)*	86	90	86
Water per guest-night (liters)*	340	349	350
Carbon footprint per guest-night (kilograms CO ₂ e)	21.4	21.4	22.1
Safehotels Alliance certification	199	160	65
Eco-labelled hotels	294	282	272
Guest recognition index	7.68	n/a	n/a

*Rezidor-managed and leased hotels. 2015-2016 restated figures

In 2017 significant data quality issues of hotels for emerging markets, notably Africa and Russia, have been corrected for their 2015 and 2016 Think Planet data.



EVERY MOMENT MATTERS

5-YEAR PLAN

At Rezidor, we are committed to caring for our people, our communities and the planet. In 2017, we have created the company 5-year strategic plan. As one of 25 key initiatives, Responsible Business will continue to play a strong role as a clear business asset. For 2018-2022, we have defined the following Responsible Business focus areas and targets for our hotels around the world.

These targets align carefully and contribute to the hotel industry ITP 2030 goals and to the UN Sustainable Development Goals.



**THINK
PEOPLE**

- World Most Ethical company including the lead on fighting modern slavery
- Balanced leadership
- Safety and Security: All flagship hotels in key locations to have an independent safety and security certification



**THINK
COMMUNITY**

- Focus on providing Food. Shelter. Future
- Every hotel to sponsor at least 1 child for livelihood and education, with a focus on girls' rights
- 1,400 Opportunity youth trained per year



**THINK
PLANET**

- 10% Footprint reduction of carbon, energy and water
- Be ahead of the game through innovations and a sustained focus on water stewardship
- Continue to bring WASH (Water, Sanitation and Hygiene) in local communities

MATERIALITY AND STAKEHOLDERS

Rezidor's commitments to its stakeholders

Striving to be a successful and sustainable business requires a dedicated appreciation of the environment in which we operate. We have defined the most material topics for our organization in accordance with the Global Reporting Initiative (GRI) G4 process.

Rezidor believes that we have a clear responsibility to take serious action on the various material topics which face our company and to continue to support the UN Sustainable Development Goals.

Our most significant impacts are important, both for our long-term success as a company, and for our stakeholders as they affect the decisions that stakeholders make in relation to Rezidor. We recognize that we have an impact on a wide range of stakeholders, both directly and indirectly.

We operate to high standards of performance and advocate socially and environmentally sustainable business practices. We achieve this by making Responsible Business the way we do business and by continuously evaluating where we stand and how we can do better.

Rezidor Hotel Group has identified eight Responsible Business stakeholder groups. We maintain clear commitments to each group. The basis for identifying and selecting our key Responsible Business stakeholders relates primarily to the extent we influence or impact them: economically, socially or environmentally.

Stakeholder	Responsible Business Policy
Employees	We educate and facilitate our employees to make a conscious decision in favor of environmental, ethical, and social issues in their work and private lives.
Customers	We inform and make it easy for our guests to participate in Responsible Business activities at our hotels.
Property Owners	We work together with property owners to find innovative solutions that satisfy our economic, environmental, and social objectives.
Shareholders	We provide shareholders and investors with timely, accurate, and transparent information on Responsible Business performance, related risks, and opportunities.
Suppliers	We strive to purchase products that have a reduced environmental impact during their lifecycle, from suppliers who demonstrate environmental and social responsibility.
Authorities	We require our managers to abide by local and international legislation, especially regarding labor laws, health and safety, human rights, and the environment.
Community	We take an active role in the international responsible business community and contribute to the local communities where we operate.
Environment	We do our utmost to continuously improve our performance in the areas of energy and water use, chemical and resource consumption, and waste generation. Our goal is to reduce our impact on the environment and minimize our carbon footprint.

Global Context

2017 marked the international year of Sustainable Tourism for Development and the 2nd year of implementation of the UN Sustainable Development Goals. As a responsible leader in the industry, we are conscious that our Responsible Business targets and actions need to contribute to these important global goals.

Materiality assessment

The Rezidor Hotel Group has to manage the impact of social, ethical and environmental issues in an ever-evolving world. For its materiality assessment, Rezidor based itself on the following internal and external sources:

- A company-specific online evaluation in 2015 with internal and external stakeholders such as General Managers, hotel owners, and corporate clients. The survey evaluated Responsible Business issues that matter today and in the future and had 280 respondents.
- The International Tourism Partnership (ITP) Industry Stakeholder Dialogue. ITP is a global platform which brings together the leading hotel chains, including Rezidor Hotel Group. ITP performed the analysis and mapping of relevant ethical, social, and environmental issues through a stakeholder questionnaire and in-depth interviews. From this, a materiality matrix was developed which hotel chains used as the basis to identify their company's materiality.

UN Sustainable Development Goals

In 2016, the UN Sustainable Development Goals for 2030 came into force. The 17 global goals will mobilize countries, organizations, and businesses to end all forms of poverty, fight inequality, and tackle climate change, while ensuring that no one is left behind.

As a responsible leader in the industry, we are conscious that our Responsible Business targets and actions need to contribute to these important global goals.

Rezidor Hotel Group has analyzed our Responsible Business commitment against the Sustainable Development Goals. You can find a table showing how we contribute to the Sustainable Development Goals on **page 63**.



- The World Travel & Tourism Council (WTTC) 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. Rezidor used this in support of the materiality matrix.
- Continuous interaction with various stakeholder groups through our daily operations and dedicated exchanges, for example our culture assessment. In 2017 data were gathered from 1,300 online respondents and interviewees, representing all geographic areas in EMEA. and were very diverse in terms of positions (operations & corporate), seniority, nationality, ethnicity, age, etc.
- Our company's Destination 2022 vision and long-term strategy, informed our Responsible Business Strategy and targets in particular. Next to being a key strategic initiative, Responsible Business influenced other essential elements of the plan such as Strategic Sourcing or Meetings & Events.
- External contextual information and research such as the World Economic Forum Yearly Global Risks Report.

Materiality Assessment					
Internal sources			External sources		
Radisson Hotel Group five-year strategy Responsible Business strategy Culture assessment Stakeholder meetings Hotel owner meetings			UN Sustainable Development Goals Industry stakeholder survey (ITP) Industry stakeholder dialogue (ITP) World Economic Forum reports UNWTO reports WTTC reports		
Material aspects for The Rezidor Hotel Group					
THINK PEOPLE	Safety and Security Human Rights Employment and Employability Business Ethics	THINK COMMUNITY	Community Development Community engagement	THINK PLANET	Carbon Energy Water stewardship Waste management Responsible Supply Chain

ORGANIZATION AND GOVERNANCE

Rezidor’s 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 the group.

Head Office	Board of Directors	The Board of Directors is periodically informed about the Responsible Business progress, as needed.
	CEO and Executive Committee	Responsible Business reports to the Chief Resources Officer of The Rezidor Hotel Group. The Executive Committee is frequently updated on strategies, plans and progress.
	Responsible Business Department	Sets the Responsible Business strategy and follow-up, and ensures cross-departmental cooperation. The team works very closely with the Area Support Office teams.
Regions	Regional Responsible Business Coordinators	A team of 23 Regional Responsible Business Coordinators sets regional targets in line with group strategy. They also follow-up on progress made by hotels.
Hotels	Responsible Business Coordinators	Each hotel has 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. All employees have access to the Responsible Business training.

Reporting and compliance

Monthly environmental statistics for managed and leased hotels are collected in the Think Planet section of our financial reporting and consolidation system. All hotels report their full Responsible Business performance in the yearly RB Status Report which contains 130 checkpoints on Think People, Think Community and Think Planet. 88% Of our hotels submitted an answer to the Status Report. The Rezidor Hotel Group checks the environmental compliance of all hotels.

Two hotels reported compliance issues. An inspection at Radisson Blu Anchorage Hotel, Lagos V.I. showed that the effluent in the sewage treatment plant was not being treated to locally accepted levels. The hotel investigated the possibility of installing a new sewage treatment plant.

Park Inn by Radisson Meriton Conference & Spa Hotel Tallinn received a fine of approx. €10,000 due to excess water pollution in September 2017. The hotel is evaluating to install an on-site sewage filtration system.



MEMBERSHIPS



UN Global Compact

The Rezidor Hotel Group has been a UN Global Compact signatory since 2009. The UN Global Compact supports companies to do business responsibly by aligning their strategies and operations with Ten Principles on human rights, labor, the environment, and anti-corruption. Signatories take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.

The Compact is the world's largest voluntary corporate sustainability initiative. Over 10,000 business and other stakeholders from 161 countries take part.



The CEO Water Mandate

UN CEO Water Mandate

The Rezidor Hotel Group 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 which mobilizes business leaders on water, sanitation, and the UN Sustainable Development Goals.

Mandate partners are working together with the United Nations, civil society organizations, governments, and other stakeholders. Through the UN CEO Water Mandate, organizations work on six areas of water stewardship including:

- direct operations
- supply chain
- collective action
- public policy
- community engagement
- transparency



UN Women Empowerment Principles

In 2014, Rezidor Hotel Group signed the UN Women's Empowerment Principles. Designed for business, the principles offer guidance on how to empower women in the workplace, marketplace, and community. They are the result of a collaboration between the UN Entity for Gender Equality and the Empowerment of Women (UN Women) and the UN Global Compact.



International Tourism Partnership (ITP)

The International Tourism Partnership (ITP) brings together the world’s leading international hotel companies to provide a voice for environmental and social responsibility in the industry. Former President and CEO of The Rezidor Hotel Group, Wolfgang M. Neumann, has been chairman of ITP since June 2015.

Rezidor continues to play a leading role in ITP, in particular the in Youth Career Initiative, the Hotel Carbon Measurement Initiative, Hotel Water Measurement Initiative and ITP’s human rights and human trafficking work.



Overseas Security Advisory Council (OSAC)

Rezidor is one of the founding members of the Hotel Security Working Group (HSWG) at the US State Department Overseas Security Advisory Council, OSAC. In 2016, Rezidor became Chair of the HSWG. The Working Group exchanges information on potential threats, conducts joint training sessions annually, and enables members to monitor emerging threats. The exchange of information is vital to help us understand evolving threats, and Rezidor continues to be one of the leading members of the HSWG.



Sustainable Brands International (SBI)

The Rezidor Hotel Group became a silver member of Sustainable Brands International (SBI) in 2016. SBI is the leading global community of forward-thinking businesses which combine sustainability and brand strategy. SBI is the ideal platform for sustainable companies to discuss how they can meet demand for more sustainable products, services, and business models.

Inge Huijbrechts, Vice President for Responsible Business, sits on the Sustainable Brands Advisory Board.

GLOBAL AND INDUSTRY GOALS

Supporting ITP goals for 2030

In 2017 The Rezidor Hotel Group, together with other leading global hotel brands, reached consensus for a sustainable industry. Under the guidance of the International Tourism Partnership (ITP), four goals for 2030 were announced. The goals support the UN’s Sustainable Development Goals and focus on carbon, water, youth employment, and human rights. This long-term commitment is a call to action from across the industry.

The announcement in September marked the International Year of Sustainable Tourism for Development, which called on the industry to coordinate to tackle issues and share best practices. ITP is an official ‘Friend’ of the initiative. Our Responsible Business strategy and actions support this industry-wide commitment.

The ITP goals are a carefully constructed and practically achievable response to four of the core sustainability issues impacting responsible hospitality providers globally. At a glance, they include:

Carbon	Embracing science-based targets and encouraging the wider industry to join in reducing emissions at scale.
Water	Embedding water stewardship programs to reduce the number of people affected by water scarcity, improving water-use efficiency, and contributing to improved hygiene and sanitation for communities around the globe.
Youth Employment	Collectively impacting one million young people through employability programs by 2030, thereby doubling the industry’s current impact on tackling youth unemployment.
Human Rights	Raising awareness of human rights risks, embedding human rights into corporate governance, and addressing risks arising in the labor supply chain and during hotel construction.

AWARDS AND RECOGNITION

REZIDOR IS ONE OF WORLD'S MOST ETHICAL COMPANIES

In 2017, The Rezidor Hotel Group was again recognized as one of the World's Most Ethical Companies by the Ethisphere Institute. The group has been recognized since 2010 and is one of only three in the lodging and hospitality industry, underscoring the company's commitment to leading ethical business standards and practices.

This award, our eighth in succession, reaffirms Rezidor's commitment to responsible business. It also confirms our industry-leading business ethics policy and practices, our corporate citizenship principles, our corporate governance, and our desire to serve a strong corporate purpose.

The designation recognizes companies that promote ethical business standards and practices internally, exceed legal compliance minimums, and shape future industry standards by introducing best practices today. Rezidor is one of 124 leaders from various industries within the ranking.



ECOVADIS SILVER SUSTAINABLE SUPPLIER



During 2017, The Rezidor Hotel Group was reassessed by EcoVadis as a sustainable supplier and received the EcoVadis Silver recognition for our sustainable practices. EcoVadis aims to improve the environmental and social practices of companies by leveraging the influence of global supply chains. The Silver award places the group amongst the top 30% performers evaluated by EcoVadis.

RADISSON BLU WINS IMEX-GMIC SUSTAINABILITY AWARD

Radisson Blu is proud to have won the 2017 IMEX-GMIC Sustainability Award. The Award celebrates inspiring brands that drive sustainability through innovation, collaboration, and idea sharing. Radisson Blu involves hotels and guests to be water-mindful through initiatives such as the towel replacement program in support of Just a Drop and soap recycling initiative Soap for Hope™ in collaboration with its supplier Diversey. These initiatives aim to provide clean drinking water, sanitation and hygiene to people around the world.



ADDING COLOR TO LIVES WINS UNWTO AWARD

In January 2017, Rezidor received the United Nations World Tourism Organization (UNWTO) award for innovation in Enterprises with Adding Color to Lives. The project brings together youth in difficult life situations and allows them to express themselves through urban murals. It has a lasting impact on the youth and brightens their communities.

SOAP FOR HOPE™ SHORTLISTED FOR UNILEVER GLOBAL DEVELOPMENT AWARD

Soap for Hope™ encourages our hotels to clean and recycle used soap to create fresh bars for distribution in local communities with limited access to hygiene and sanitation. In 2017, the project in partnership with our supplier Diversey was shortlisted for the Unilever Global Development Award.

WORLDWIDE HOSPITALITY AWARD

Maram Kokandi's appointment as first female General Manager in the Kingdom of Saudi Arabia was recognized during the World Hospitality Awards when she picked up the Best Hotelier award for her pioneering achievement. Maram's achievement is seen as a game changer for women in the hospitality industry, and a milestone for social growth in Saudi Arabia.

GREEN HOTELIER HIGHLY COMMENDED FOR RADISSON BLU KIGALI

The Radisson Blu Kigali has received a highly commended award during the 2017 Green Hotelier awards for its efforts to reduce waste, water usage, and energy consumption.

Between December 2016 and February 2017, the hotel cut waste by 42% through initiatives such as recycling and eliminating plastic cups and packaging. Rainwater and recycled grey water are used for irrigation and toilet flushing, while movement sensors and other initiatives have significantly reduced energy use.





RESPONSIBLE BUSINESS

THINK PEOPLE

199

HOTELS HAVE GAINED THE SAFEHOTELS ALLIANCE CERTIFICATE

2ND

MODERN SLAVERY STATEMENT ISSUED

8TH

CONSECUTIVE YEAR AS ONE OF WORLD'S MOST ETHICAL COMPANIES

1.1

MILLION HOURS OF CLASSROOM AND ON-THE-JOB TRAINING

1ST

FEMALE GENERAL MANAGER IN THE KINGDOM OF SAUDI ARABIA



HUMAN RIGHTS

Human rights

The Rezidor Hotel Group abides by the UN's Global Compact principles and follows them in our policies and procedures wherever possible. We've committed to the International Tourism Partnership 2030 hotel industry goals to raise awareness of human rights risks, embed human rights into our corporate governance, 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 Ethics and clarify the principles we live and work by in our hotels.

These policies are:

- Human rights policy: covers Rezidor's 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 Rezidor's promises to our employees. These include non-discrimination, freedom of association, and the development of in-house talent.

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

Eliminating modern slavery

The Rezidor Hotel Group follows high standards and advocates socially and environmentally sustainable business practices. Our aim is to combat and eliminate any form of modern slavery, and to operate our hotels free of child exploitation or forced, bonded, or compulsory labor. We apply this practice to both our operations and in our supply chain.

Fighting modern slavery with responsible recruitment

Slavery is not just a historic issue, or one that only exists in certain countries. It is still happening today, and it occurs globally. In some regions, hotel operations rely on the talent of migrant workers who are hired as employees, or contracted through agencies.

These migrant workers are among the vulnerable groups in our labor force due to factors related to their immigration status.

At Rezidor Hotel Group, we do not accept forced labor in our operations or supply chain. Our responsible recruitment framework helps to ensure we take an active approach to preventing the use of forced labor in every part of our business.

Combat modern slavery toolkit

To raise awareness on the issue, Rezidor developed a toolkit to combat modern slavery. The toolkit has been rolled out to all hotels and helps hotel management and HR teams in their efforts to combat modern slavery. Our efforts to combat modern slavery focus in particular on protecting outsourced labor, which comprises 18.9% of the employees in our hotels.

The toolkit provides guidance on how to combat modern slavery and details how hotel management teams should engage with employees, how to approach recruitment agencies, and what due diligence they should conduct. It includes back-of-house material which increases the awareness of modern slavery amongst all employees. There are also support tools for the general managers and human resource teams at the hotels. The toolkit is available in 16 languages. The toolkit was launched end of 2016 and has been rolled out in 2017 across all of Rezidor's properties in Europe, the Middle East, and Africa. 54% Of the hotels are actively using the toolkit.

Self-assessment questionnaire

Rezidor engaged specialized Human Rights consultant Verité to create a hotel self-assessment tool. This self-assessment questionnaire is designed to identify potential gaps and human rights vulnerabilities in business processes of hotel properties. It also identifies vulnerabilities of third-party intermediaries that provide services related to the recruitment, selection, hiring, transportation, training, and management of foreign workers that could indicate a risk of forced labor or human trafficking.



THINK PEOPLE

SAFETY AND SECURITY

TRIC=S One world, one strategy, one formula

In 2007, Rezidor Hotel Group developed and introduced a formula known as TRIC=S to 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, secure and sellable hotels.

The development of TRIC=S started in 1997 when we announced that the role of corporate safety and security was shifting 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.

TRIC=S has been widely recognized as good practice for corporate safety and security management. In 2017, we were invited to contribute to the ASIS International European and Middle East annual conferences as well as to the Global Counter Terrorism Forum initiative on soft target protection and the UK Security Expo. We are also supporting HOTREC, the umbrella association for hotel, restaurant and café associations in Europe in connection with the EU Action Plan on Protection of Public Spaces that was published in October 2016.

Safehotels Alliance AB certifies more than 200 Rezidor hotels

Rezidor built further success upon another innovative step we took back in 2016 when we became the first major international hotel group to sign an agreement with Safehotels Alliance AB. Safehotels certifies hotels against their own, independent 'Global Hotel Security Standard' and gives guests, buyers, and travel managers reassurance that certified hotels have been independently audited. This process both simplifies and improves duty of care due diligence and is increasingly being endorsed and embraced by clients. By the end of 2017 over 200 hotels had gained their certification.

As part of our agreement Safehotels also evaluates Rezidor's existing self-assessment hotel security program, which is available to all hotels in the group.

Collaboration is our key contribution to make everyone safer

Rezidor is a founding member and was the 2017 Chair of the US State Department's Overseas Security Advisory Council (OSAC) Hotel Security Working Group (HSWG). Since 2007, we have worked together with our counterparts to share information and good practices. This benefits both the hotel industry and everyone who depends on us to provide safe and secure shelter around the world.



Since 2009, the OSAC working group has held annual joint training workshops, facilitated by experts from the State Department, local governments and HSWG members. In 2017 the event was hosted at Radisson Blu St. Julian's Resort in Malta and attracted close to 100 participants. Over the years, these training sessions have provided high-level development workshops for over 500 hotel security managers. Sessions have already been held in Shanghai (China), Mumbai and New Delhi (India), Amman (Jordan), Doha (Qatar), Bangkok (Thailand), Istanbul (Turkey), Dubai (UAE) and Jakarta (Indonesia).

Rezidor also has leadership roles at local OSAC country councils in Brazzaville (Congo) and Brussels (Belgium).





Cyber security training

Like many industries hotels and 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 with access to our networks to undergo online training in the secure use of equipment as well as storage and sharing of information.

Throughout 2017, a focused, high level task force has also been in place to prepare Rezidor for the incoming reform of the General Data Protection Regulation that comes into effect in the EU in May 2018.

Crisis Communications and Issue Preparedness

To prepare the global network for any type of crisis response, Rezidor's Corporate Communications, PR & Reputation Management team developed a bespoke guide that can be accessed securely by any employee who needs help to handle a significant issue. It provides step-by-step guidance to make sure that our General Managers handle incidents sensitively at a local level and that our Business Leadership Team and Executive Committee have access to strategic resources when an executive response is required. Additional trainings, quarterly webinars, immersion sessions, train the trainers and executive committee/area leader's crisis simulations are carried out regularly.

EMPLOYMENT AND EMPLOYABILITY

In 2017, we counted 149 nationalities amongst our employees. Women comprise 44.0% of our employees while 56.0% are men. Of the total workforce, 18.9% is outsourced labor, mainly in housekeeping and banqueting departments. 37% Of employees are covered by collective bargaining agreements.

Empowering employees and social dialogue

In line with the European Union Directive on Works Councils (94/45/EC), Rezidor has established a European Works Council. The Council includes representatives of our central management and employees. Annual meetings are held, including in 2017. Topics such as the Group's finances, business development, performance, ethics and human rights, responsible business, and other important issues are discussed with employee representatives.

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. As responsible hoteliers, Rezidor understands that we have a key role to play in addressing this issue and creating job opportunities for underprivileged youth. Rezidor has trained over 6,400 trainees during the year.

18.7% Of our hotels 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 which has been developed by the hotel industry for the hotel industry. YCI is a valuable program which allows hotels to make a real difference in the lives of its graduates and their families.

YCI conducts a three- to six-month education program which empowers disadvantaged young people and trains them for their future professional and social life. It helps students between 18 and 21 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 Rezidor hotels or another company, or continue their education. We are currently running successful YCI programs in five countries (Romania, Ethiopia, Lebanon, Senegal, and Zambia).

The Rezidor Hotel Group was part of a re-evaluation of the YCI model in 2017. The re-evaluation has helped to optimize YCI's success and wider implementation in the hospitality industry.



Employees by age	
Below 24	14.0%
Between 25 - 30	26.6%
Between 31 - 40	31.1%
Between 41 - 50	17.0%
Between 51 - 60	8.9%
Between 61 - 65	1.8%
Above 65	0.6%



Employees by gender	
Female	44.0%
Male	56.0%



THINK PEOPLE

PEOPLE DEVELOPMENT & TALENT MANAGEMENT

Culture, Talent & Organization

Our culture has always differentiated itself since it was established, by focusing first and foremost on customer service and bringing a Yes I Can! ethos to everything we do.

This year, coinciding with the five-year plan launch, we are committed to evolving into a new organizational culture to help deliver our vision of becoming a company of choice for guests, owners and talent. Building on a strong culture made up of our unique workforce, we will strive to ensure our guests are 100% satisfied.

To understand where we are and how we will transform for the future, we conducted several workshops, more than 50 interviews, 1,300 surveys and several face-to-face meetings with global leadership teams and executives. This process gave us essential insight and data from all our team members around the world in all kinds of roles. This unified approach and a holistic, integrated thinking helped us recognize our common beliefs – seven powerful statements to inspire and empower us to deliver on our signature, Every Moment Matters.

- 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.

Our people and culture are the at the core of our success and future. Placing the right people, with the right skills, at the right time is a fundamental to an agile workforce that can evolve and adapt to our ever-changing needs. Additionally, creating active employee engagement is the differentiator of the highest rated workforces in the world.

PEOPLE DEVELOPMENT & TALENT MANAGEMENT

As The Rezidor Hotel Group looks forward together as a global team, we know the value of our people and culture, and they are at the core of our success and future.

We have developed a 5-year Human Resources plan that aims to deliver the right people, with the right skills, at the right time to the business - fundamental to an agile workforce that can evolve and adapt to our ever-changing needs.

We have started to develop global models across that align the business needs with a strong strategic approach. The approach leverages technology, data and simplified processes in the areas of Culture, Talent Management, Talent Acquisition, Learning & Development and Rewards.



Employee of the year
Manuel Lopes, General Cashier, Radisson Blu Hotel & Residence Maputo, Mozambique

“I was thrilled to have received such a prestigious award, a real honor to be recognized by experts in our field as well as by my peers. This wouldn't be possible without the awesome team I work with, so a hand of gratitude to my colleagues. Keeping in mind that the price of success is hard work, dedication to the job, and determination. Whether we win or lose, we have given it our best!”



General Manager of the year
Richard Mayne, General Manager, Radisson Blu Hotel, Edinburgh, Scotland

“The award means a great deal to me and I am honored to have been recognized by my peers and senior leaders. Without a doubt, I could not have achieved this award without a great team working with me and supporting me. The award is also recognition of the great job they do every day.”



Diversity & Inclusion Award

The Middle East & Turkey team represented by Basel Talal, General Manager, Radisson Blu Hotel, Riyadh, Kingdom of Saudi Arabia.

“The Award is a display of a great team achievement. Women in Leadership in KSA is a new territory for all for many reasons. Yet, harmony, creativity, and confidence were the secret recipe of the team’s success in inspiring the Women in Leadership in KSA. This is a great award and an excellent recognition. Without a doubt, the true reward is seeing the smiles of our female colleagues. When they feel empowered, motivated and they are known for their talent, the sky is the limit, even in KSA.



Young leader of the year

Caroline Gibson, Human Resources Manager, Radisson Blu Hotel, Dublin Airport, Ireland

“To be awarded Young Leader of the Year 2017 in the fastest growing European Hotel Group is more than I could ever put into words. There is no question I love what I do and I believe in what I do; but you really don’t give it a whole lot of thought when you are working in a busy dynamic environment. You go to work every day with your “to do” list and you get a feeling of satisfaction when you tick off the pending items. However, this award has given me a new purpose and vision. It makes me feel that I am really making a difference. To now be recognized in this way by my peers is a huge honor to say the least.”



LEARNING JOURNEY ON, - AND OFFLINE

As hosts to the world, people are the core of our business. We offer a range of tools to help each employee realize their full potential and always focus on putting our guest center stage:

- Learning landscape
- The Business School
- 'Learning Link' - our online learning platform

Learning landscape

Rezidor's Learning landscape offers over 50 online and classroom-based courses. Through all platforms and learning cycles, we offered more than 1.1 million hours of classroom and on-the-job training during 2017. This is approximately 24 hours per employee.

Lead on the job

On job training is a company format for developing team members on the job. The real beauty of the on job training is the focus on skills and behavior in delivering the true guest experience. The format combines this in such a way that everyone is trained according to the brand standard to ensure we deliver a professional, friendly and personal guest experience. The team member either learns a new skill or refines a current skill by building confidence and competence thus ensuring quality and instant results. But what is more it helps to create memorable moments for our guest by raising our awareness of the guest expectations.

In 2017, 14 new lead on job trainers were certified at the Business school in Amsterdam, and we held a series of webinars to introduce current Lead Trainers to the new program.

Business School

The Business School is the learning platform for employees within the company. The School was created in 1996 because of a need to structure training and development, ensure consistency, streamline costs and continue to foster company culture. Furthermore, by bringing together individuals from different hotels, it's a great platform for networking and to identify future talent.

The Business School is constantly aligned with the vision, brand values and goals of the company. Courses are changed, updated, removed or added depending on the business needs. All courses on offer have an impact on the business objectives of guest, employee and owner satisfaction. It helps the company to positively influence revenue, quality and value and offers a thought-provoking, stimulating and enjoyable time for all who take part.

International Business Schools take place 4 times a year with Area Business Schools throughout the year in different locations. On average we train 1,500 employees annually. The programs are facilitated either by internal master trainers or by external consultants who are specialists in their subject.

Learning Link

Learning Link is Rezidor's very own Learning Management System. It provides exceptional features and benefits to Rezidor employees. It is a comprehensive "one stop" training and education platform.

Responsible Business training

Since 2008, Rezidor's successful Living and Leading Responsible Business classroom-based courses have been part of the Business School curriculum and mandatory for all employees. The strengths of the training are its interactivity and intense Q&A moments, with annual refresher sessions in each hotel. The Living and Leading Responsible Business course shows best practices on the job and at home.

During the training, we focus on the three pillars of Responsible Business and include topics such as human rights and Code of Business Ethics. A special module on child protection is also included. Leading Responsible Business focuses on how management teams can drive Responsible Business action plans in their hotels. In 2017, 70% of our employees received training or retraining in Responsible Business.

Combat modern slavery toolkit

The combat modern slavery toolkit is available to all hotels and helps hotel management teams in their efforts to combat modern slavery. It provides guidance on how to combat modern slavery and details how hotel management teams should engage with employees, how to approach recruitment agencies, and what due diligence they should conduct. The toolkit was rolled out in 2017.

54% Of the hotels are actively using the toolkit.



DIVERSITY AND INCLUSION

A beautiful mosaic

At Rezidor, part of striving for excellence is celebrating the diversity of our people. That includes respecting that each and every one of us is unique. We believe in creating a working environment where the things that make us different are always valued.

These principles are communicated very clearly in our Code of Business Ethics, our Human Rights policy and our Employment Principles. Operating in over 78 countries, Rezidor recognizes that our uniqueness comes from both visible differences, such as age and gender, and less visible differences, such as beliefs and sexuality. We know that if we encourage everyone in the company to feel involved and respected, the richness of their ideas and perspectives will create long-term value.

We are many minds, with one mindset and with a global team from 149 nationalities.

Empowering women

Rezidor is committed to Balanced Leadership focusing on encouraging more women to take on leadership roles within the company. Supported by our CEO, Board and Business Leadership Team, the initiative is driven by various actions both within and outside the company. To involve more women in leadership roles, Rezidor wants to:

- **Challenge** existing thinking and increase the representation of women in senior positions across the entire company
- **Break down** the barriers that prevent women across Rezidor from speaking openly about their careers and encourage them to consider flexible approaches towards their working conditions
- **Harness** the individual strengths of our female leaders and actively encourage their collective participation at every level of our business
- **Develop and retain** our female leaders through sustainable and lasting changes which focus on long-term career planning for all.

In return, we are helping women in senior positions to lead by example and become positive role models for the future. They are uniquely positioned to help us develop a culture where our principles and processes ensure that more employees choose Rezidor.

High-octane female leadership workshops

Our Balanced Leadership initiative is developing female talent. During 2017 more than 100 women completed new courses launched in 2015, aimed at developing female talent in the company. The STEPS Program is aimed at women at Head of Department/Manager level, while DEVELOP YOUR BRAND is a workshop for senior female talent in the organization.

WE BELIEVE IN CREATING A WORKING ENVIRONMENT WHERE THE THINGS THAT MAKE US DIFFERENT ARE ALWAYS VALUED AND CELEBRATED.



Debra Sivertsen
General Manager of the Radisson Blu Hotel Waterfront, Cape Town, comments on Develop your Brand. “Every Individual needs to develop a brand for themselves. Whatever your expertise, you need to take steps to influence people and make them think of you when they think of your field. The workshop taught me that your personal brand is what differentiates you from others!”



Kerry’s big career STEPS
When Kerry Curtis, B2C Marketing Manager, UK & Ireland, was accepted into STEPS leadership program for women, she hoped to gain insight on her personal strengths and weaknesses that impact her professional development. What she found was a dynamic program that recharged her batteries, built her confidence, and gave her a renewed enthusiasm for her career.





REFUGEE RUPAN GAINS A CAREER AT THE RADISSON BLU KARLSRUHE

After working for nine months as a dishwasher at the Radisson Blu Karlsruhe, refugee Rupan received an order to leave Germany within seven days. Believing that his life was in danger if he returned to his home country, Rupan went into hiding for a number of weeks. When the stress of his situation caused him to become ill, Rupan came to the hotel's General Manager, Hagen Müller, for assistance.

"Together Rupan's family and the hotel challenged the deportation order," explained Hagen Müller. "I'm pleased to say that we won the case! Rupan officially became our new apprentice cook in October 2017 and will stay with us for the next three years as he completes his apprenticeship. We still cannot believe it, but we are all super proud and happy."



YCI SUCCESS FOR CHEF DALITSO

Dalitso has gone from being an orphan with few life chances to a chef in a top hotel thanks to Youth Career Initiative (YCI). As well as gaining economic independence, it has given Dalitso the opportunity to support his family and enhance their chances in life.

Initially Dalitso left school to find a job and help his grandmother support her six orphaned grandchildren. Supported by SOS Children's Villages, Dalitso was introduced to YCI which identified a training program at the Radisson Blu Lusaka, Zambia. His dedication and enthusiasm throughout the training and mentoring process convinced managers to offer him a job once the program was completed, giving him a future he could never have envisaged before.

"I gained so much from the program," said Dalitso. "The skills I learned at the hotel have helped me start to build a career, but also become financially independent so I can support myself and my family."



TRAINEES AT RADISSON BLU HOTEL, LUCERNE ATTEND TO BELGIAN KING

Belgium's King Philippe visited the city of Lucerne in Switzerland to learn more about the country's dual educational system. It's a topic of interest as Belgium also uses two languages - French and Dutch.

During his stay, the Belgian king paid a visit to the Radisson Blu Hotel on Lake Lucerne where 20 trainees cooked for him and served a meal. The trainees came from Radisson Blu hotels in Basel, Lucerne, and Zürich. As part of the visit, King Philippe also received information about the Rezidor learning and development approach.



FIRST FEMALE GENERAL MANAGER IN SAUDI ARABIA

In early 2017, Maram Kokandi was appointed as the General Manager of the Park Inn by Radisson Jeddah Madinah Road in Saudi Arabia. While women are regularly promoted to General Manager within The Rezidor Hotel Group, Maram's appointment marked the first time ever a woman has held the position in the hotel industry in the Kingdom of Saudi Arabia. Since 2014, Rezidor Hotels have increased its number of female employees the Kingdom from six to 102 in 2017, including 21 women in leadership positions.

Maram Kokandi's appointment as General Manager was recognized during the World Hospitality Awards when she picked up the Best Hotelier award for her pioneering achievement. Speaking after the win was announced, Maram noted: "The award itself is a great privilege and I feel honored at the recognition from such a prestigious global awards organization. Beyond personal pride, I hope the award acts an inspiration to other women in Saudi Arabia and encourages more women to join the hospitality industry. The award is great recognition to our teams in the region for the progress that has been made so far in terms of gender equality and I hope that the award motivates everyone to continue the great progress of our Balanced Leadership program in the Kingdom of Saudi Arabia and across the company."

THINK PEOPLE

BUSINESS ETHICS

World-class ethical business for eighth consecutive year

In 2017, Rezidor was listed as one of the World's Most Ethical Companies for the eighth year in succession. This prestigious honor is awarded by the Ethisphere Institute, a US think-tank dedicated to business ethics. For the past five years, we have been the only company headquartered in Belgium, to be recognized in the list of the World's Most Ethical Companies.

The World's Most Ethical Companies designation recognizes companies which align principle with action and work tirelessly to make trust an integral part of their corporate DNA. In doing so they shape future industry standards by introducing tomorrow's best practices today. This eighth consecutive honor underscores Rezidor's commitment to leading ethical business standards and practices, ensuring long-term value to key stakeholders including customers, employees, suppliers, regulators, and investors.

The World's Most Ethical Company assessment is based on the Ethisphere Institute's Ethics Quotient™ (EQ) framework. The EQ framework has been developed through years of research and is vetted and refined by the experts on Ethisphere's Methodology Advisory Panel. The EQ offers a quantitative way to assess a company's performance in an objective, consistent, and standardized way.



COMPLIANCE

Code of Business Ethics

The Rezidor Hotel Group's Code of Business 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 EARTH

Ethics training

Rezidor's Code of Business Ethics applies to every person who works for us and every one of our companies. It is distributed to all employees in the employee handbook. The Code of Business Ethics is available in summary and detailed form on rezidor.com and is included in our internal procedures manual. All employees are trained in the Code of Business Ethics, its implications and reporting processes. The training occurs in the classroom-based Living Responsible Business course which is mandatory for all employees.

Ethics website and hotline

A key pillar of ethics at The Rezidor Hotel Group is www.rezidorethics.com, a website run by an independent third-party organization Ethics Point. Employees can use this site to find information on our Code of Business 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 matter of concern on www.rezidorethics.com. Investigations are conducted in a timely and sensitive manner. The site and hotline are available in 11 languages.

Anti-corruption

Rezidor does not make any contributions or give other support (direct or indirect) to political parties or individual politicians.

Financial assistance

The Rezidor Hotel Group receives no direct or significant financial subsidies from governmental organizations in

the countries where we operate hotels. However, a number of our hotels have received subsidies or tax relief for their Think Planet environmental investments. These subsidies totaled €151,000 in 2017.

Subsidies or tax relief for environmental investments were granted in Belgium, Germany, Switzerland and Turkey.

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 Ethics
- Training employees
- Inserting a reference to the legislation in all partner contracts
- Confirming compliance by all employees in management positions once every year.

Anti-bribery training

Our anti-bribery e-learning training provides participants with the opportunity to understand our company's policies and procedures so they know how 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). 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 react when confronted with bribery, know to recognize it and which action are considered as bribery.

For 2017, no data is available on the number of employees who took the anti bribery training.





RESPONSIBLE BUSINESS

THINK COMMUNITY

€1.0

MILLION DONATED
TO CHARITY

266

HOTELS
PARTICIPATED IN
EARTH HOUR

17,500

CHILDREN WITH
SAFE DRINKING
WATER FOR LIFE

750

ACTIVITIES DURING
RESPONSIBLE
BUSINESS ACTION
MONTH

50

HOTELS IN THE SOAP
FOR HOPE™ PROGRAM



COMMUNITY ENGAGEMENT

As a global hospitality company, Rezidor tries to make the relationship between our business and the communities where we operate beneficial to both. There are important social needs in many of the communities in which we do business. We aim to have a positive impact on those communities by creating shared value. We do this through Think Community which generates meaningful donations and volunteer time. In 2017, Rezidor gave over €1.0 million in cash and in-kind donations to international and local charities.



Donations during 2017

	Donations to Just a Drop	€130,000
	In kind incl Box Appeal	€300,000
	Cash donations	€570,000
	TOTAL	€1,000,000

Just a Drop partnership

Rezidor partners with the international water charity **Just a Drop** to help bring safe drinking water to water-stressed communities in India, Kenya, and Peru. Radisson Blu Hotels and Resorts collect donations through their towel reuse program. Every 250 times a guest chooses to use their towel for a second night, Radisson Blu donates funds to Just a Drop to provide a child with safe drinking water for life. Since the start of the program in 2015, Radisson Blu hotels and resorts have helped provide safe drinking water for life to 17,500 people.

Just a Drop helps communities to improve their health, nutrition and provide food security, and stimulates the community to rise out of poverty. Women and children are positively impacted as they no longer have to walk long distances to collect water. Funds donated by Radisson Blu hotels have funded the construction of a sand dam, a shallow groundwater abstraction well, a rock water-catchment area, and two school water tanks.



Kenya water and hygiene program

In December 2017, Just a Drop reported on progress of the Makueni water and food security program in Kenya. Supported by Radisson Blu, the program has brought safe drinking water to almost 4,000 people and conducted extensive water, sanitation, and hygiene (WASH) training.

Highlights included the construction of a sand dam and shallow well with hand pump, building of a rock catchment area which can store 380,000 liters of water in tanks, and handwashing facilities and rainwater storage tanks at two schools. A training program was also carried out with the Ndethye Ngutethye self-help group. Topics included how to grow drought resistant crops, using crops sustainably, tree planting, and soil conservation.

The efforts of Just a Drop are transforming lives as Beatrice, a member of Ndethye Ngutethye, noted: “Our area has had water problems forever. Because of the sand dam and shallow well, our animals have water to drink every day.”

Sustainable development in Malawi

For its carbon offsetting projects, Rezidor is working with First Climate to rehabilitate boreholes and ensure clean water is available to water stressed communities. As well as health benefits, deforestation is reduced because less firewood is needed to boil the water. Communities also earn money by maintaining the boreholes. Read more about the partnership on [page 47](#).

Malawi is among the world's least developed countries with an economy heavily based on agriculture. In Dowa and Kasungu Districts, around half of rural communities live without safe water. This situation is exacerbated by the fact that around one-third of existing boreholes no longer function.

A lack of safe drinking water, along with poor sanitation and hygiene, keeps the world's poorest people in poverty. Women and girls are often the most affected as they spend hours each day carrying and boiling contaminated water.





Adding Color to Lives

Adding Color to Lives is an initiative from Park Inn by Radisson which sees hotel employees get involved in their community by working with local disadvantaged youth. Led by artist and social educator Joel Bergner, the young people and hotel teams come together to tell their stories through public art. In 2017, Adding Color to Lives continued in Europe, creating murals in Riga, St Petersburg, Bucharest, and Stuttgart.

The 26-meter-long Stuttgart mural tells the story of the long journey of life, symbolized through a winding road. While the road isn't always easy it makes us who we are. It was designed and painted by the local youth organization and hotel team.

In St Petersburg, 20 local youth from the Transit social orphanage and Zvesdochka youth club came together to create a mural which features local mythology, symbols, and stories. There's even an astro-cat and an octopus swimming through space!

For each mural, the young people and hotel team share suggestions for the content. In Riga, all of the suggestions revolved around traditional Latvian symbols, stories, and identity. The process of creating the mural acted as a huge energy boost for the whole team, giving the youth the strength to face the problems in their lives.

Bucharest saw the Adding Color to Lives team create a circus mural on the wall of a local police station. By involving the police, Adding Color to Lives is underlining the importance of community support for the projects. The circus theme reflects on the activities of the local disadvantaged youth. The youth organization is teaching the youngsters circus skills as a way of growing their confidence. The mural is a dynamic, colorful addition to the community which will inspire future generations.



Action Month

Every September, Rezidor runs Responsible Business Action Month (RBAM) which reaches out to local communities and supports those in need. 2017 Marked the 14th annual RBAM. More than 750 activities were held, and 16,200 volunteer hours counted. Cash donations totaled €180,000 while the value of in-kind donations topped €263,000.

During RBAM, each of our brands roll out programs which create meaningful actions for their communities and support Rezidor's charity partners such as Just a Drop and the Youth Career Initiative.



Box Appeal

As part of Responsible Business Action Month (RBAM) each September, Radisson Blu and Park Inn by Radisson hotels in the Middle East organize the Box Appeal. In 2017, the initiative saw 11,286 boxes of essential items being distributed to workers across the region.

In the United Arab Emirates, residents came forward to fill boxes with a shopping list of everyday items. They were distributed to underprivileged construction workers and street laborers by our enthusiastic hoteliers.

Major support for the Box Appeal came from Dubai Municipality and other partners and sponsors. For 10 years in a row, Box Appeal has also received support from different schools and universities across the region.



Earth Hour

On 25 March 2017, more than 260 Rezidor hotels across EMEA turned off non-essential lighting to raise awareness of the need for action on climate change. Earth Hour is a global World Wildlife Fund (WWF) campaign.

As well as turning off lights, many hotels arranged special events. These included a candlelit procession with the Rezidor hotels in Riga and a masterclass in cooking without electricity at the Radisson Blu Hotel, Kyiv, Ukraine.



RESPONSIBLE BUSINESS

THINK PLANET

18%

OF HOTEL ENERGY
IS RENEWABLE

46,777

TONS OF CO2
OFFSET

100%

RENEWABLE
ENERGY IN
40 HOTELS

10%

WATER REDUCTION
TARGET

8%

ENERGY SAVED
SINCE 2016

211

E-CAR CHARGING
STATIONS





THINK PLANET

ENERGY

Think Planet principles

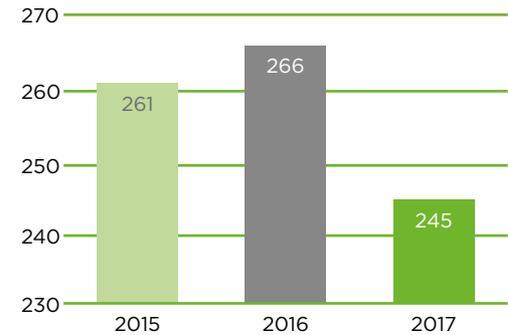
Our sustainability actions support preservation of natural resources while contributing to the bottom line and enhancing our ability to deliver Memorable Moments to our customers.

- We issue clear targets to minimize our environmental footprint in terms of energy, water use and waste, and measure our progress toward these goals.
- We've committed to the International Tourism Partnership 2030 hotel industry goals to reduce our carbon footprint and practice water stewardship.

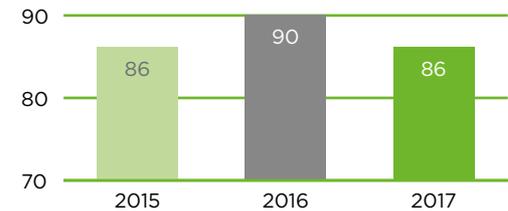
As a front runner in sustainability, Rezidor adopted the hotel industry's first environmental policy in 1989. Since 2012 we have been working on clearly defined Think Planet targets.

Think Planet covers the environmental actions of the business including energy efficiency, carbon footprint reduction, water conservation, waste management and sustainable procurement.

KWH PER M2



KWH PER OCCUPIED ROOM



Energy efficiency

Due to the nature of the business, hotels are intense energy-users. The energy is mainly used for climate control, food service, creating a comfortable living environment and recreational facilities.

Our goal is to provide our guests with the best service and experience wherever they are in the world. At the same time, we aim to continuously reduce our use of energy to minimize our impact on the earth.

Think Planet was launched by Rezidor as a campaign focused on reducing energy. To guide our actions and initiatives, we developed five actions to support the energy saving aspects of Think Planet:

Think Planet investments

1. We believe that investments are a key step to success in saving energy. As well as investing in proven energy saving measures, such as efficient boilers and HVAC systems, we are also implementing innovative technologies including wireless guestroom controls.

LED lighting retrofit

2. LED lights use 95% less energy than conventional bulbs and have a lifespan that is 25% longer. This makes it an ideal technology to reduce energy consumption. A groupwide initiative to retrofit LED lights in all our hotels has been carried out. 59% Of all lights in our hotels are LEDs.

3. Green buildings: renovation and construction

We want to operate buildings with the lowest possible energy and carbon footprint. At Rezidor, this is done by implementing Think Planet efficiency principles in our standards, and in close cooperation with property owners, builders, and architects.

4. Think Planet tools

We use easy-to-implement energy saving tools which provide a quick return on investment. For example, motion and daylight sensors.

5. Think Planet habits

The involvement of all employees is essential to realize our Think Planet targets. We implement continuous and creative communication to ensure that employees develop good energy-use habits such as switching off appliances and lights when not required.

2017 Energy saving results

During 2017, Rezidor's energy intensity reduced further to 86 kWh per occupied room. Energy per square meter was at 245 kWh. This represents an 8% reduction versus last year. These gains have been achieved by optimizing the lighting, heating and cooling systems, focusing on energy efficiency in daily operations, and investing in new technologies.





Think Planet employee engagement with Lumi

Lumi the Firefly is Rezidor's global Think Planet mascot and lights the vital energy-saving spark in our employees. A firefly is the ideal Think Planet mascot as these tiny insects can generate light with 100% efficiency.

To develop the energy saving habits of our employees, the Think Planet employee engagement program includes:

- Lumi training videos: a selection of Think Planet videos which educate our employees in the best practices for energy reduction, water reduction, and waste control.
- Lumi tips: ideas from Lumi which inspire employees to save energy or water, or reduce waste.
- Lumi performance board: communicates each hotel's Think Planet performance to help our employees understand the target and track their performance with accuracy and credibility.



Harnessing the power of nature at the Radisson Blu Resort Gran Canaria

The resort has implemented a range of measures to reduce its impact on the fragile local environment. The hotel is equipped with a solar-thermal energy system, which harnesses the power of the sun. The system produces around 250 kWh of energy – enough to meet 70% of the hotel's hot water needs – and reduces heating oil use by 30,000 liters annually.

A grey water recovery system reuses water from showers, bathtubs, sinks, and the rain that falls on a rare rainy day. This water is treated and meets 60% of the hotel's needs for garden irrigation. In 2016 the system reduced the hotel's water use by 7,200m³ or almost 3 olympic swimming pools.

Further water savings have been achieved by pumping water directly from the sea – just 100 meters away – for use in the hotel's largest saltwater swimming pool. Pressure reducers have been placed in washbasins and showers throughout the hotel, and every year the hotel provides training to employees on good water saving practices.



Think Planet winner 2017 – Marseille

The Radisson Blu Marseille has won the latest Think Planet award after reducing energy consumption by 31% over five years. The award recognizes the property that has made the biggest difference in terms of energy and water savings. All employees at the hotel received a special Think Planet bicycle in recognition of their amazing achievement.

Examples of smart energy habits implemented in Marseille, and at other hotels in the group, include: turning off unnecessary lighting, replacing light bulbs with LEDs, and regulating heating and air conditioning temperatures. The Radisson Blu Marseille also installed a fully induction-powered kitchen and invested in new and efficient tunnel washers.



THINK PLANET

CARBON FOOTPRINT AND RENEWABLES

Rezidor's scope-1 and -2 greenhouse gas emissions primarily result from energy consumption. Since 2006, Rezidor has calculated our carbon dioxide and equivalent (CO₂e) emissions. The group's carbon footprint per guest-night in 2017 amounted to 21.4 kg of CO₂e, 15% lower than in 2011. Our total scope-1 and scope-2 carbon footprint amounts to 407,532 tons of CO₂e.

Carbon free meetings

Building on the success of a previous program, which offset over 42,000 tons in 5 years, Radisson Blu launched carbon free meetings in 2017 for all meetings and events in our Radisson Blu hotels in EMEA and the USA.

First Climate

The carbon offset happens in collaboration with our partner First Climate, one of the largest carbon offsetting organizations in the world. All First Climate offset projects are Gold Standard qualified.



The actual offsetting projects relate to Radisson Blu's initiative to bring safe drinking water to communities around the world. We chose carbon offsetting projects specifically related to UN SDG 6 - bringing clean water and sanitation to communities around the world.

The carbon offsetting for EMEA meetings, for example, goes towards borehole restoration in Malawi. Well-functioning boreholes give people access to safe drinking water and avoid charcoal being used to boil water, see [page 38](#).

Renewable energy

Rezidor hotels actively strive to reduce their carbon footprint by reducing energy consumption on one hand and by increasingly using renewable energy sources on the other hand. Since 2017, our hotels in France run on 100% renewable energy, joining hotels in the Nordics who have been running fully on renewables for several years.

On average 18% of the energy used in the group is from renewable sources.

Hotel Carbon Footprint Measurements

In 2012, the Hotel Carbon Measurement Initiative (HCMI) was launched by the international Travel Partnership (ITP) and World Travel & Tourism Council (WTTC), together with all major hospitality companies.

Rezidor was an active member of the HCMI working group creating the tool and has rolled out the methodology to all managed and leased hotels. HCMI is also the basis for our Carbon reduction target.



Radisson Blu Basel focuses on renewable energy

The Radisson Blu Basel is very proud of its cooperation with local energy provider IWB Strom. Unlike some energy providers, IWB Strom focuses on generating energy from 100% renewable sources. In 2017, the Radisson Blu Hotel, Basel met its entire electricity needs from renewable and local sources including hydroelectric, wind, solar, and biomass energy.

Hot water supply from solar

At the Radisson Blu Hotel, Lusaka we understand that we have an obligation to reduce our carbon footprint significantly. The hotel has converted its entire hot water supply from electric to solar power. Not only is solar an environmentally friendly energy source, it also reduces our dependence on non-renewable energy. The project is estimated to have reduced the hotel's entire energy consumption by up to 35%.

France 100% renewable

To celebrate the 10th World Day for Responsible Tourism, Rezidor announced that all 11 of its Radisson Blu and Park Inn by Radisson hotels in France have switched to using 100% renewable energy as part of the Think Planet initiative.

The hotels are the first in France to achieve the objectives of RE100, an international and collaborative initiative led by the Climate Group NGO. The initiative is based on a partnership with the French energy supplier EDF. Renewable energy must be developed to effectively fight against global warming. EDF has injected electricity from renewable sources into our network, meaning that 100% of our energy comes from renewable sources.

To date, 29 other Rezidor properties in Europe, Africa, and the Middle East have already switched to 100% renewable energy. The addition of the group's 11 French properties brings that total to 40.

WATER STEWARDSHIP

Water stewardship

Water is a limited resource which poses one of the most vital sustainable development challenges of our time. Managing our use of water is therefore good for the planet, good for people, and good for business.

Water stewardship aims to find ways to use water that are socially equitable, environmentally sustainable, and economically beneficial. It's a philosophy that can be adopted by businesses, suppliers, communities, and others.

CEO Water Mandate

To address the challenge of managing global water resources, the United Nations established the CEO Water Mandate in 2007. This unique public - private initiative helps companies develop, implement, and disclose their water sustainability policies and practices.

The Rezidor Hotel Group signed the CEO Water Mandate in 2014, becoming the first hospitality company to do so. Since Rezidor signed the mandate, we have centered our actions on the six water stewardship commitments.

Consumption in water stressed areas

Around 29% of Rezidor's water consumption occurs in water-stressed areas (mainly in the Middle East and Sub-Saharan Africa).

Because of this, we pay close attention to reducing the use of water in our operations. Between 2007 and 2016, Rezidor reduced water consumption intensity per guest-night by 29%. By the end of 2017, we reduced our per guest consumption by a further 3% to 340 liters per guest-night.

Water initiatives

As part of Think Planet, the water Initiative has been specifically designed to help our hotels further reduce their water consumption.

The action plan and toolkit we have developed includes tools and solutions for guest rooms, kitchens, pools, landscaping, and technical plants. We install water-saving technologies in areas where water consumption is high, and engage our guests through initiatives such as our towel re-use program, or by providing information on the reduced water footprint of our Super Breakfast at Radisson Blu.

The Think Planet water toolkit also includes training movies, to train housekeeping, laundry, and kitchen employees.

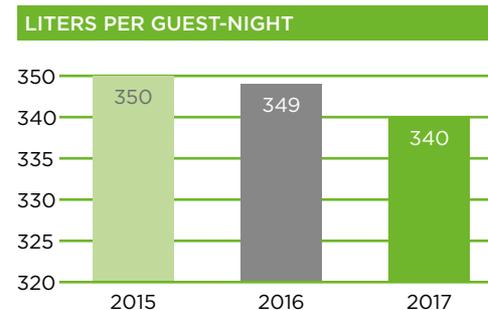
Collective action - HWMI

ITP members, including The Rezidor Hotel Group, have convened a working group to develop a methodology which measures and reports 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 a hotel stay, meeting, or event.

HWMI is free and easy to use, and will help us achieve a shared baseline for our hotels around the world. It allows Rezidor to measure our water use in the same way as other hotel companies and will generate common awareness about water usage in tourism and travel.

Through funding provided by Rezidor, the HWMI tool is available online through the website of the Green Key eco-label.



391,640 M³
OR
1,570

OLYMPIC SWIMMING POOLS
COLLECTED FOR REUSE

Cape Town hotels adopt major water initiatives during drought

Due to a severe drought that has lasted since 2015, the city of Cape Town is facing a major water shortage. The six Rezidor hotels in the region have implemented a series of initiatives to cut water usage and re-use as much water as possible.

Education is a critical part of Rezidor's approach. Guests are informed of the water crisis in the city when they arrive, a message that is backed up with signage in hotel lifts and rooms as a constant reminder. In some hotels, employees have switched to wearing custom-designed t-shirts illustrating a dripping tap and the message to help Cape Town save water.

Practical measures have included removing the large flush button from toilets, removing bath plugs, and installing timers and aerators in showers to limit water consumption. To reduce the amount of laundry, guests are encouraged to reuse their towels as part of the ongoing Just a Drop initiative and linen is only changed every three days or on request. Housekeeping is collecting the water from the last rinse in washing machines and using it for the remaining plants and to clean floors.

Since then, the collective actions of all Cape Town business, residents and guests have had effect, and have succeeded to push 'Day Zero' further out into 2018.



THINK PLANET

WASTE REDUCTION

Waste is generated by many activities in our hotels including food preparation, consumption of prepackaged items, guest waste, and cleaning. Rezidor pro-actively seeks ways to reduce the residual waste which goes to landfill or incineration.

Refuse the straw

Did you know that an estimated 6 billion straws are used every day in the world? That's a lot of plastic which often ends up in the ocean, or in landfill where it can take up to 200 years to break down.

As an industry initiative, Rezidor is encouraging guests and hotels to refuse plastic straws. There are many eco-friendly alternatives including straws made from glass, stainless steel, starch, straw, and bamboo.

So, before you accept that straw in your drink, check whether it is made from renewable resources, or biodegradable and 100% compostable.

Plastic caps

Many Rezidor hotels are participating in campaigns to recycle plastic bottle caps from water bottles, olive oil cans, and soft drinks. As well as preventing the plastic from entering the ocean or landfill, these campaigns are also helping to change the lives of people with special needs.

For example, all Radisson Blu and Park Inn by Radisson Hotels in Turkey are participating in a cap recycling scheme which benefits the Spinal Cord Paralytics Association of Turkey. The campaign helps people with orthopedic disabilities move on their own, shop, travel, and discover the world. And it's all down to saved plastic caps.

46 HOTELS
WITH
BIO DIGESTER
TO PRODUCE
BIO FUEL

89% HOTELS WITH
DEDICATED
WASTE
SORTING AREA

223 HOTELS
HAVE WASTE SORTING
FACILITIES
ON THE
HOUSEKEEPING TROLLEYS



Soap for Hope™ expands in Zambia and Germany

More than 50 Rezidor hotels across the Middle East and Africa are now participating in the Soap for Hope™ initiative. Developed by our partner Diversey, Soap for Hope™ takes leftover soap from our hotels and recycles it into new and sanitized bars of soap. Around 1.7 tons of soap – enough to produce 13,000 bars – are provided to local communities annually.

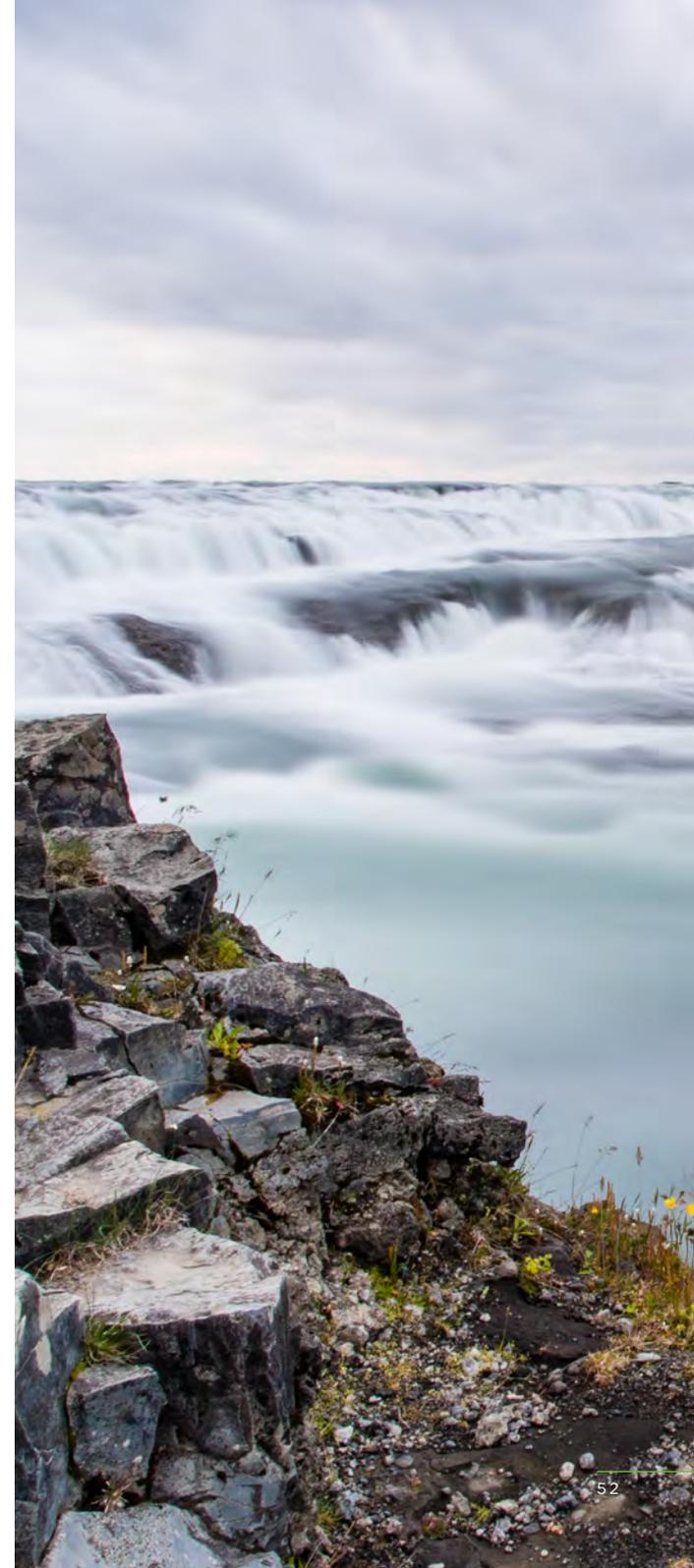
Radisson Blu Hotel, Lusaka became the latest to join the Soap for Hope™ initiative. To get the program going, a trainer from Diversey trained the team on the recycling process.

Having learnt the process, the team travelled to N'gombe Health Centre to demonstrate the technique and pass on the soap to victims and survivors of gender-based violence. Together, the Radisson Blu, Lusaka, team and Diversey trained the survivors to recycle wasted soap and provide a market for resale.

The Radisson Blu Hotel, Dortmund has started collecting bath amenities for the local charity 'Gast Haus'. At Gast Haus homeless people can receive a free meal or have a medical check-up. But they can also use the facilities to take care of their personal hygiene.

The hotel has established an ongoing cooperation with Gast Haus and several boxes full of bath amenities have already been delivered.

In 2017, Soap for Hope™ was shortlisted for the BITC Unilever Global Development Award.



THINK PLANET

FOOD AND DRINK

Fighting Food Waste

Roughly one-third of the food produced in the world for human consumption each year – approximately 1.3 billion tons – is lost or wasted. As consumers and employees in the hotel industry, we are already working to change this.

In 2014, The Rezidor Hotel Group started working with Unilever to introduce food waste reduction training for our Food & Drink teams in conjunction with a waste monitoring program. Today, 49% of our hotels accurately measure food wastage during preparation, from the plate, or through spoilage.

We have also taken other actions such as reworking and up-styling our breakfast buffet in Radisson Blu hotels. This initiative has reduced waste by between 27% and 60% depending on the hotel, and cut our water and carbon footprints by more than 20%.



Organic waste turned into valuable fertilizer in France

Our hotels in France now installed special equipment dehydrating their organic waste to prepare it for further processing into fertilizer or biogas. This reduces the carbon footprint of the bio-waste collection and treatment by 75%. An estimated 156 tons of waste will be turned into fertilizer each year.



Go naturally vegetarian or vegan

Wonderful flavors and healthy options await at our Amano Verde restaurant in the Radisson Blu Media Harbour Hotel, Düsseldorf. Eating healthily has never been so chic! The fine-dining Amano Verde restaurant is dedicated to vegan, vegetarian, and lactose-free cuisine. The restaurant serves flavorful meat free meals and there are light or hearty options to suit your appetite. Chef Dennis Riesen, who is a vegan, ensures that his creations use the freshest regional and gluten-free ingredients from controlled cultivation. Amano Verde sets the standard for upscale vegetarian dining.



Nespresso recycling

Radisson Blu hotels utilize more than 2.5 million Nespresso capsules and pads annually.

A new recycling scheme in close collaboration with Nespresso is seeing the company collect used capsules and pads directly from hotels. The program is already established in 71 hotels using Nespresso, with the goal of recycling all used capsules and pads by 2020.

Both the aluminum and used coffee grounds can be recycled. In the case of the aluminum, it can be melted and reused to make new aluminum products over and over again. Recycling saves up to 95% of the energy needed to produce aluminum from raw materials, and avoids emissions associated with mining, refining, and smelting. As one of the most widely recycled materials today, secondary aluminum has a high market value and is used for everything from automobile parts, computer components and building materials to cookware and cans.

Meanwhile, the coffee grounds in used Nespresso capsules also provide recycling or reuse opportunities. In some countries, coffee grounds are separated from the aluminum of the capsules and used for compost fertilizer or heating briquettes. In other recycling schemes in Europe, coffee grounds can be used to produce biogas to power the recycling process itself.



THINK PLANET

ECO- LABELS

External confirmation of our hotels' environmental performance is essential to Rezidor.

Eco-labels provide an independent third-party onsite audit of each hotel's practices and actions to protect the environment. Our target is to have 100% of our hotels eco-labelled.

At the end of 2017, a total of 294 Rezidor hotels (or 80%) across EMEA have received eco-labels.

Green Key is our biggest partner. More than 220 Rezidor hotels have received an eco-label from Green Key International or from their National Operators. Green Key is one of the largest hospitality certifiers in the world and enjoys a global reputation. The certification has been granted to over 2,700 hotels and accommodation venues in 56 countries.

Hotels with the Green Key eco-label comply with around 100 sustainability criteria covering energy management, waste control, water usage, and social responsibility.

To qualify for a Green Key eco-label, a property must comply with the following requirements for example:

- Reduce energy and water consumption
- Have eco-friendly lighting in at least 75% of the property
- Treat all waste water
- Separate waste and recycle a maximum amount of waste.

Our hotels are also certified by other leading national sustainability labels. In the UK, Rezidor hotels are certified by Green Tourism, in Ireland by the Green Hospitality Award, and in Africa, eleven Rezidor hotels have received the Green Leaf eco-label.

See full list of eco-labelled hotels in **appendix 1**.

THE RADISSON BLU
RESORT ŚWINOUJŚCIE
IS THE FIRST FIVE-STAR
HOTEL IN POLAND
DESIGNED TO MEET
LEED SUSTAINABILITY
STANDARDS.

Radisson BLU

THINK PLANET

ECO BUILDINGS

Green buildings in emerging markets with EDGE

In June 2016, Rezidor signed a unique cooperation agreement with the International Finance Corporation (IFC), a member of the World Bank, to promote green buildings in emerging markets. The Rezidor Hotel Group is the first international hotel company which has committed to use IFC's EDGE eco-modelling tool and certification.

EDGE encourages the construction of resource efficient buildings by proving the business case for green buildings in emerging markets. It uses powerful and free eco-modelling software which makes the business case for energy and water saving measures and for energy efficient building materials based on the local country context.

Rezidor uses the EDGE tool for an initial analysis in all pipeline and major renovation projects in countries where it is applicable. We actively promote the EDGE certification of Rezidor hotels with our own stakeholders and business partners.

LEED in Świnoujście

Rezidor has opened the first and only upscale resort in Świnoujście, Poland. The brand-new Radisson Blu Resort, Świnoujście is built to be LEED certified (Leadership in Energy and Environmental Design). LEED is a green building program which recognizes best-in-class building strategies for new constructions. The Radisson Blu Resort, Świnoujście is the first five-star hotel in Poland designed and built to meet these strict sustainability standards.





THINK PLANET

CONTRIBUTING TO SUSTAINABLE CITIES

Tesla destination charging network

As part of our Think Planet initiative and our desire to provide unrivalled value for our guests at each customer touch point, we have joined Tesla's destination charging network.

Now, whenever guests are recharging their batteries through a stay at one of our properties or a meal in our restaurants, they can also charge their electric car for free. The collaboration with Tesla 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 our guests and a win for the environment.

So, there's no need to worry anymore about where to charge your electric car! Whether you're staying with us in the snowy mountains of Trysil or relaxing on the sand at Biarritz, we're helping you recharge! You can already find 211 electric car charging posts in our hotels.

Topping off a full renovation in Oslo with a green roof

The beautiful and stylish renovation of the Radisson Blu Scandinavia hotel in Oslo was crowned with a green roof of over 1600 m2. The sedum roof absorbs 50% of the precipitation and creates good shelter and food for insects, which also increases the bird population. In addition, the air is cleaned from city dust and pollution.

Buzzing for biodiversity

The number of team members at the Radisson Blu Hotel, Dortmund accelerated spectacularly when the hotel's regular employees were joined by a number of bee colonies

on the roof. With the help of a beekeeper, the hives were established quickly. And there's a lot for them to do – just a few meters away is a huge botanical garden where they will find more than enough flowers to feast on.

The hotel is happy to play its part in preventing bees from becoming extinct. Guests, employees, and the hotel's kitchen are all looking forward to getting a taste of their labor.

The Radisson Blu Hotel, Dortmund bees aren't the only ones working for Rezidor. In total, 33 hotels have beehives on their roofs or grounds.

SportsArt powering the planet

We have introduced SportsArt ECO-POWR™ energy generating fitness equipment in selected hotels. Guests have state of the art fitness equipment at their disposal and do their bit for the environment at the same time, by producing electricity as they work out. The connection to technology is seamless and the energy is used to charge phones, mobile devices or goes directly back to the grid. Another great way to deliver Memorable Moments to our guests!

Radisson Blu hotels in the Oslo region went one step further with the ECO-POWR™ #Wattsforwater campaign. As part of the campaign, SportsArt created an interactive installation in each Oslo hotel which invited guests to generate energy by cycling. For every 100 watts produced, Radisson Blu donated to Just a Drop to help provide a child with safe drinking water for life.



RESPONSIBLE SUPPLY CHAIN

Rezidor 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

The products, services, and activities of our suppliers may impact Rezidor’s reputation and affect our level of trust with other stakeholders. Rezidor prefers to work with suppliers who demonstrate their environmental, social, and ethical responsibility. Our Supplier Code of Conduct outlines the minimum standards that suppliers to Rezidor 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 Conduct supplements the Code of Business Ethics and is signed by all suppliers at Group and Area levels. The signed Code then becomes part of the supplier agreement.

Risk management in procurement

To enable Rezidor to understand and control the business risk of the supply chain, we use tools to increase supplier visibility. Rezidor has redeveloped a responsible business supplier questionnaire, aligning it with the updated Supplier Code of Conduct. It also includes a rating tool to identify supplier risks.

Rezidor was part of the ITP Supply Chain working group. The group conducted a high-level risk mapping exercise to identify which products and services in a hotel are highest risk in terms of social and environmental impacts. Together with the results of the Responsible Supplier questionnaires, Rezidor has created a risk map of its top 50 suppliers. Criteria in the supplier questionnaire include environmental sustainability, human rights, health and safety, community action, business ethics and sustainable innovation in research and development.

Results of the risk mapping exercise need to be considered for corrective actions. They will be used for supplier assessment, evaluation, and will be a discussion point during yearly meetings with the suppliers.

Advanced		Rezidor Supplier Risk Rating	
Supplier Risk management practices (supplier questionnaire) ↑	B	A	
	Supplier with low risk product or service and with active of risk management	Supplier with high risk product or service with active involvement risk management	
	C	D = Priority focus for corrective action	
	Supplier with low risk product or service with poor risk management	Supplier with high risk product or service with poor or non-existing risk management	
Poor	Low		High
		Risk rating (risk rating tool)	

Key suppliers

Suppliers such as Sysco Guest Supply, International Hotel Supply, Brita, Nespresso and Diversey provide the latest sustainable products to The Rezidor Hotel Group. At the same time, they focus on sustainable production methods and operations.

Responsible Food & Drink supply chain

In our Food and Drink operations, where a large part of our carbon footprint originates, we work with responsible suppliers and apply sustainable purchasing practices. Across Rezidor, 32% of our hotels serve Fairtrade products and 46% serve organic food.

With 90% of the world’s fish stocks fully or over exploited by fishing, plus the added pressures of climate change and pollution, we can’t afford to make the wrong choices. To help us source our seafood sustainably, the procurement team works closely with suppliers to ensure they do not supply our hotels with any threatened species on the Marine Stewardship Council (MSC) or World Wildlife Fund (WWF) Red List.

Our hotels also use sustainable seafood tools to guide their choices. Approximately 57% of all fish and seafood purchased by the Group is certified sustainable.

EcoVadis silver award

EcoVadis has awarded The Rezidor Hotel Group a Silver supplier rating for our sustainable practices. EcoVadis evaluates more than 30,000 companies annually on their environmental, human rights, and ethical performance. It aims to improve the environmental and social practices of companies by leveraging the influence of global supply chains.

The EcoVadis rating covers four areas: fair business ethics, the environment, sustainable procurement, and labor practices and human rights. The overall EcoVadis score reflects the quality of the company’s corporate social responsibility management system.



The Silver award places The Rezidor Hotel Group amongst the top 30% of EcoVadis performers.



Supplier type % of total number suppliers	
Mature markets	68%
Emerging markets	32%



Spend breakdown by supplier type % of total spend	
Local suppliers	32%
Regional suppliers	63%
Corporate suppliers	5%



Supplier type breakdown % of total suppliers	
Local suppliers	81%
Regional suppliers	18%
Corporate suppliers	1%

Rezidor has signed group-wide agreement with leading water supplier BRITA to provide water filtration stations in our hotels. The stations filter regular tap water, cutting the generation of waste from single-use water bottles to zero. As the water is already available, hotels no longer need to rely on water transports – reducing out impact on the environment even further.



294 ECO-LABELLED HOTELS

AUSTRIA

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

BAHRAIN

- The Diplomat Radisson Blu Hotel Residence & Spa, Manama

BELGIUM

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

CHINA

- Radisson Blu Hotel, Beijing

CROATIA

- Radisson Blu Resort, Split

CZECH REPUBLIC

- Park Inn by Radisson Ostrava
- Park Inn Hotel Prague
- Radisson Blu Alcron Hotel, Prague

DENMARK

- Park Inn by Radisson Copenhagen Airport
- Radisson Blu Royal Hotel, Copenhagen
- Radisson Blu Scandinavia Hotel, Copenhagen
- Radisson Blu H.C. Andersen Hotel, Odense
- Radisson Blu Scandinavia Hotel, Aarhus
- Radisson Blu Limfjord Hotel, Aalborg
- Radisson Blu Papirfabrikken Hotel, Silkeborg

EGYPT

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

ESTONIA

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

ETHIOPIA

- Radisson Blu Hotel, Addis Ababa

FINLAND

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

FRANCE

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

GEORGIA

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

GERMANY

- Park Inn by Radisson Cologne City-West
- Park Inn by Radisson Munich Frankfurter Ring
- Park Inn by Radisson Weimar
- Park Inn by Radisson Nürnberg
- Park Inn by Radisson Papenburg
- Park Inn by Radisson Berlin City West
- Park Inn by Radisson Dresden
- Park Inn by Radisson Frankfurt Airport
- Park Inn by Radisson Stuttgart
- Park Inn by Radisson Lübeck
- Park Inn by Radisson Göttingen
- Park Inn by Radisson Neumarkt
- Radisson Blu Hotel, Hamburg
- Radisson Blu Scandinavia Hotel, Düsseldorf
- Radisson Blu Schwarzer Bock Hotel, Wiesbaden
- Radisson Blu Senator Hotel, Lübeck
- Radisson Blu Hotel, Cottbus
- Radisson Blu Hotel, Hannover
- Radisson Blu Hotel, Cologne
- Radisson Blu Hotel, Karlsruhe
- Radisson Blu Hotel, Berlin
- Radisson Blu Hotel, Rostock
- Radisson Blu Media Harbour Hotel, Düsseldorf
- Radisson Blu Hotel, Frankfurt
- Radisson Blu Park Hotel & Conference Centre, Dresden Radebeul

- Radisson Blu Hotel, Hamburg Airport
- Radisson Blu Fürst Leopold Hotel, Dessau
- Radisson Blu Hotel, Dortmund
- Radisson Blu Hotel, Bremen

GREECE

- Radisson Blu Park Hotel, Athens

HUNGARY

- Park Inn by Radisson Sarvar Resort & Spa
- Park Inn by Radisson Budapest
- Radisson Blu Béke Hotel, Budapest

ICELAND

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

IRELAND

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

ITALY

- Radisson Blu Hotel, Milan

KAZAKHSTAN

- Radisson Hotel, Astana
- Park Inn by Radisson Astana

KENYA

- Radisson Blu Hotel, Nairobi Upper Hill

KUWAIT

- Radisson Blu Hotel, Kuwait
- Symphony Style Hotel Kuwait

LATVIA

- 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, Klaipeda
- Radisson Blu Hotel Lietuva, Vilnius

LUXEMBOURG

- Park Inn by Radisson Luxembourg City

MALTA

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

MOLDOVA

- Radisson Blu Hotel Chisinau, Moldova

MOROCCO

- Radisson Blu Hotel, Marrakech Carré Eden

MOZAMBIQUE

- Radisson Blu Hotel, Maputo

NETHERLANDS

- Park Inn by Radisson, Amsterdam Airport Schiphol
- Radisson Blu Hotel, Amsterdam
- Radisson Blu Hotel, Amsterdam Airport, Schiphol
- Radisson Blu Palace Hotel, Noordwijk-aan-Zee

NORWAY

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

OMAN

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

POLAND

- Park Inn by Radisson Krakow
- Radisson Blu Hotel, Szczecin
- Radisson Blu Hotel, Wroclaw
- Radisson Blu Centrum Hotel, Warsaw
- Radisson Blu Resort, Swinoujście
- Radisson Blu Hotel, Krakow
- Radisson Blu Hotel, Gdansk
- Radisson Blu Sobieski Hotel, Warsaw

ROMANIA

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

RUSSIA

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

SAUDI ARABIA

- Park Inn by Radisson Al Khobar
- Park Inn by Radisson Hotel, Dammam
- Park Inn by Radisson Makkah Al Naseem
- Radisson Blu Hotel, Buraidah
- Radisson Blu Hotel, Dhahran
- Radisson Blu Hotel, Riyadh
- Radisson Blu Hotel, Yanbu
- Radisson Blu Hotel, Jeddah
- Radisson Blu Hotel and Residence, Jeddah Al Salamah
- Radisson Blu Royal Suite Hotel, Jeddah
- Radisson Blu Residence Dhahran
- Radisson Blu Resort Jizan
- Radisson Blu Plaza Hotel, Jeddah

SENEGAL

- Radisson Blu Hotel, Dakar Sea Plaza

SERBIA

- Radisson Blu Old Mill Hotel, Belgrade, Serbia

SLOVAKIA

- Park Inn by Radisson Danube, Bratislava Hotel

SOUTH AFRICA

- Park Inn by Radisson Sandton
- Park Inn by Radisson Cape Town Foreshore
- Park Inn by Radisson Cape Town Newlands
- Radisson Blu Hotel Waterfront, Cape Town
- Radisson Blu Hotel, Sandton Johannesburg
- Radisson Blu Hotel, Port Elizabeth
- Radisson Blu Gautrain Hotel, Sandton Johannesburg

SPAIN

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

SWEDEN

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

SWITZERLAND

- Park Inn by Radisson Lully
- Park Inn by Radisson Zurich Airport
- Radisson Blu Hotel, Basel
- Radisson Blu Hotel, St. Gallen
- Radisson Blu Hotel, Lucerne
- Radisson Blu Hotel, Zurich Airport

TUNISIA

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

TURKEY

- Park Inn by Radisson Ankara Cankaya
- Park Inn by Radisson Istanbul Ataturk Airport
- Park Inn by Radisson Istanbul Asia Kavacik
- Park Inn by Radisson Izmir
- Radisson Blu Conference & Airport Hotel, Istanbul
- Radisson Blu Hotel, Ankara
- Radisson Blu Hotel, Diyarbakir
- Radisson Blu Bosphorus Hotel, Istanbul

- Radisson Blu Resort & Spa, Cesme
- Radisson Blu Hotel, Istanbul Asia
- Radisson Blu Hotel, Istanbul Pera
- Radisson Blu Hotel, Istanbul Tuzla
- Radisson Blu Hotel, Istanbul Sisli
- Radisson Blu Hotel Kayseri
- Radisson Blu Hotel, Istanbul Ataköy
- Radisson Blu Residence, Istanbul Batışehir

UKRAINE

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

UNITED ARAB EMIRATES

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

UNITED KINGDOM

- Park Inn by Radisson Hotel & Conference Centre London Heathrow
- Park Inn by Radisson Birmingham West
- Park Inn by Radisson Nottingham
- Park Inn by Radisson Northampton
- Park Inn by Radisson Telford
- Park Inn by Radisson Bedford
- Park Inn by Radisson Harlow
- Park Inn by Radisson York
- Park Inn by Radisson Cardiff City Centre
- Park Inn by Radisson Peterborough
- Park Inn by Radisson Belfast
- Park Inn by Radisson Manchester City Centre
- Park Inn by Radisson Palace, Southend-on-Sea
- Park Inn by Radisson Aberdeen
- Park Inn by Radisson Glasgow City Centre
- Radisson Blu Portman Hotel, London
- Radisson Blu Hotel Manchester Airport
- Radisson Blu Hotel, Leeds
- Radisson Blu Hotel, Glasgow
- Radisson Blu Hotel, Edinburgh
- Radisson Blu Hotel, Liverpool
- Radisson Blu Hotel London Stansted Airport, Stansted
- Radisson Blu Hotel, Belfast
- Radisson Blu Hotel, Birmingham
- Radisson Blu Waterfront Hotel, Jersey
- Radisson Blu Hotel, Durham
- Radisson Blu Hotel, Cardiff
- Radisson Blu Hotel, Bristol
- Radisson Blu Hotel, East Midlands Airport
- G&V Royal Mile Hotel Edinburgh

ZAMBIA

- Radisson Blu Hotel, Lusaka

UN SUSTAINABLE DEVELOPMENT GOALS

As a responsible leader in the industry, The Rezidor Hotel Group is conscious that our Responsible Business targets and actions need to contribute to the UN Sustainable Development Goals.

 <p>1 NO POVERTY End poverty in all its forms everywhere</p> <p>HUMAN RIGHTS COMMUNITY ENGAGEMENT</p>	 <p>7 AFFORDABLE AND CLEAN ENERGY Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>THINK PLANET ENERGY</p>	 <p>13 CLIMATE ACTION Take urgent action to combat climate change and its impacts</p> <p>THINK PLANET PRINCIPLES CARBON FOOTPRINT AND RENEWABLES</p>
 <p>2 ZERO HUNGER End hunger, achieve food security and improved nutrition, and promote sustainable agriculture</p> <p>THINK PLANET FOOD AND DRINK RESPONSIBLE FOOD AND DRINK SUPPLY CHAIN</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>EMPLOYMENT AND EMPLOYABILITY PEOPLE DEVELOPMENT AND TALENT MANAGEMENT</p>	 <p>14 LIFE BELOW WATER Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p> <p>RESPONSIBLE FOOD AND DRINK SUPPLY CHAIN</p>
 <p>3 GOOD HEALTH AND WELL-BEING Ensure healthy lives and promote well-being for all at all ages</p> <p>SOAP FOR HOPE™</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p> <p>ECO BUILDINGS THINK PLANET</p>	 <p>15 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</p> <p>SUSTAINABLE CITIES CARBON FREE MEETINGS</p>
 <p>4 QUALITY EDUCATION Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>LEARNING JOURNEY ON AND OFFLINE LEARNING AND TALENT-SPOTTING TACKLING YOUTH UNEMPLOYMENT</p>	 <p>10 REDUCED INEQUALITIES Reduce inequality within and among countries</p> <p>THINK COMMUNITY ACTION MONTH EMPOWERING EMPLOYEES AND SOCIAL DIALOGUE</p>	 <p>16 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"</p> <p>BUSINESS ETHICS ANTI-BRIBERY ELIMINATING MODERN SLAVERY SAFETY & SECURITY</p>
 <p>5 GENDER EQUALITY Achieve gender equality and empower all women and girls</p> <p>DIVERSITY AND INCLUSION EMPOWERING WOMEN</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>SAFETY AND SECURITY TRIC=S FORMULA</p>	 <p>17 PARTNERSHIPS FOR THE GOALS Strengthen the means of implementation and revitalize the global partnership for sustainable development</p> <p>MEMBERSHIPS INCLUDING ITP, UN GLOBAL COMPACT AND UN CEO WATER MANDATE ECO-LABELLING</p>
 <p>6 CLEAN WATER AND SANITATION Ensure availability and sustainable management of water and sanitation for all</p> <p>THINK PLANET WATER STEWARDSHIP COMMUNITY ENGAGEMENT</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns</p> <p>RESPONSIBLE SUPPLY CHAIN SOAP FOR HOPE™</p>	

UN GLOBAL COMPACT COMPLIANCE

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

GRI STANDARD DISCLOSURES TABLE

G4 Disclosure	Location Of Disclosures	Page Number	Comment / Reasons For Omision	Assurance
STRATEGY AND ANALYSIS				
G4-1	Letter from the CEO	5		no
G4-2	Highlights 2017 - 5-year plan	7 8		no
ORGANIZATIONAL PROFILE				
G4-3	About Rezidor Hotel Group	3		no
G4-4	About Rezidor Hotel Group	3		no
G4-5	About Rezidor Hotel Group	3		no
G4-6	About Rezidor Hotel Group	3		no
G4-7	About Rezidor Hotel Group	3		no
G4-8	About Rezidor Hotel Group	3		no
G4-9	Annual report	-		no
G4-10	Employment & employability	23		no
G4-11	Employment & employability	23		no
G4-12	Responsible supply chain	59		no
G4-13	Annual report	-		no
G4-14	Scope and boundaries of this report	2		no
G4-15	Memberships	13		no
G4-16	Memberships	13		no
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES				
G4-17	Scope and boundaries of this report Annual report	2 -		no
G4-18	Scope and boundaries of this report Materiality and stakeholders	2 9		no
G4-19	Materiality and stakeholders	9		no
G4-20	Scope and boundaries of this report Materiality and stakeholders	2 9		no
G4-21	Materiality and stakeholders	9		no
G4-22	Organization and governance	11		no
G4-23	Scope and boundaries of this report	2		no

G4 Disclosure	Location Of Disclosures	Page Number	Comment / Reasons For Omision	Assurance
STAKEHOLDER ENGAGEMENT				
G4-24	Materiality and stakeholders	9		no
G4-25	Materiality and stakeholders	9		no
G4-26	Materiality and stakeholders Organization & governance	9 11		no
G4-27	Materiality and stakeholders Organization & governance	9 11		no
REPORT PROFILE				
G4-28	Scope and boundaries of this report	2		no
G4-29	March 2017	-		no
G4-30	Scope and boundaries of this report	2		no
G4-31	Contacts	70		no
G4-32-a	Scope and boundaries of this report	2		no
G4-32-b	Content	1		no
G4-32-c	not applicable	-	no external assurance	no
G4-33	Scope and boundaries of this report	-	no external assurance	no
GOVERNANCE				
G4-34	Organization and governance	11		no
ETHICS AND INTEGRITY				
G4-56	People development & talent management - Business ethics	24 33		no
G4-57	not applicable	-		no
G4-58	not applicable	-		no
SPECIFIC STANDARD DISCLOSURES				
CATEGORY: ECONOMIC				
ECONOMIC PERFORMANCE				
G4-EC1	Annual report	-		no
G4-EC2	Highlights 5-year plan Think Planet energy	7 8 43		no
G4-EC4	Financial assistance	34		no
MARKET PRESENCE				
G4-EC7	Think People Community engagement	18 36		no
G4-EC8	Think People Community engagement	18 36		no
PROCUREMENT PRACTICES				
G4-EC9	Responsible supply chain	59		no

G4 Disclosure	Location Of Disclosures	Page Number	Comment / Reasons For Omission	Assurance
CATEGORY: ENVIRONMENTAL				
MATERIALS				
G4-EN1	Waste reduction	51		no
ENERGY				
G4-EN3	Highlights 2017 Think Planet energy	7 43		no
G4-EN5	Highlights 2017	7 43		no
G4-EN6	Highlights 2017 Think Planet energy	7 43		no
G4-EN7	Highlights 2017 Think Planet energy	7 43		no
WATER				
G4-EN8	Highlights 2017 Water stewardship	7 49		no
G4-EN9	Highlights 2017 Water stewardship	7 49		no
G4-EN10	Water stewardship	49		no
G4-EN11	Water stewardship	49		no
BIODIVERSITY				
G4-EN12	Contributing to sustainable cities	57		no
G4-EN13	Contributing to sustainable cities	57		no
EMISSIONS				
G4-EN15	Carbon footprint and renewables	47		no
G4-EN16	Carbon footprint and renewables	47		no
G4-EN18	Carbon footprint and renewables	47		no
G4-EN19	5-year plan ITP industry goals Carbon footprint and renewables	8 14 47		no
G4-EN27	Think Planet	42		no
G4-EN29	Organization and governance	11		no
SUPPLIER ENVIRONMENTAL ASSESSMENT				
G4-EN32	Responsible supply chain	23		no
G4-EN34	Organization and governance	27		no
CATEGORY: SOCIAL - LABOR PRACTICES AND DECENT WORK				
EMPLOYMENT				
G4-LA1	Employment & employability	27		no
TRAINING AND EDUCATION				
G4-LA9	Learning tools	23		no
G4-LA10	Learning tools	29		no
DIVERSITY AND EQUAL OPPORTUNITY				
G4-LA12	Employment & employability Diversity & inclusion	59		no

G4 Disclosure	Location Of Disclosures	Page Number	Comment / Reasons For Omission	Assurance
SUPPLIER ASSESSMENT FOR LABOR PRACTICES				
G4-LA14	Responsible supply chain	-		no
LABOR PRACTICES GRIEVANCE MECHANISMS				
G4-LA16	n/a	19	data not available	no
CATEGORY: SOCIAL - HUMAN RIGHTS				
INVESTMENT				
G4-HR2	Human Rights Training tools	19 27		no
NON-DISCRIMINATION				
G4-HR3	n/a	-	data not available	no
CHILD LABOR				
G4-HR5	Modern slavery statement	67		no
FORCED OR COMPULSORY LABOR				
G4-HR6	Human rights Modern slavery statement	19 67		no
SECURITY PRACTICES				
G4-HR9	Modern slavery statement	67		no
SUPPLIER HUMAN RIGHTS ASSESSMENT				
G4-HR10	Responsible supply chain	59		no
HUMAN RIGHTS GRIEVANCE MECHANISMS				
G4-HR12	n/a	-	data not available	no
CATEGORY: SOCIAL - SOCIETY				
LOCAL COMMUNITIES				
G4-SO1	Community engagement	36		no
G4-SO3	Modern slavery statement	67		no
ANTI-CORRUPTION				
G4-SO4	Business ethics	33		no
G4-SO5	Business ethics	33		no
PUBLIC POLICY				
G4-SO6	Business ethics	33		no
COMPLIANCE				
G4-SO8	Organization and governance	11		no
G4-SO9	Responsible supply chain	59		no
CATEGORY: SOCIAL - PRODUCT RESPONSIBILITY				
CUSTOMER HEALTH AND SAFETY				
G4-PR1	Safety and security	21		no
PRODUCT AND SERVICE LABELING				
G4-PR5	RB performance indicators	7		no
G4-PR9	Organization and governance	11		no

MODERN SLAVERY STATEMENT

ABOUT THE REZIDOR HOTEL GROUP

The Rezidor Hotel Group (Rezidor) is one of the most dynamic hotel companies in the world and is a member of the Radisson Hotel Group. Rezidor leases, manages and franchises hotels across Europe, the Middle East & Africa. Rezidor is a company committed to maintaining a high standard of business ethics, honesty and integrity. The following provides an overview of our commitment to human rights and to preventing modern slavery and human trafficking.

GOVERNANCE AND RECOGNITION

Rezidor acknowledges and respects the principles contained in the United Nations Declaration of Human Rights, which are consistent with Rezidor's core values and commitment to be a force for good. Rezidor 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 its Code of Business Ethics and the principles of the United Nations Global Compact, to which the group is a signatory since 2009.

Since 2010, Rezidor has been recognized as one of the World's Most Ethical Companies by the Ethisphere Institute, an independent think-tank and center of research promoting best practices in corporate ethics and governance.

Our aim is to bring a positive benefit to the communities in which we operate through high quality services, economic growth and employment, environmental protection and community involvement. 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.

COMMITMENT TO COMBAT MODERN SLAVERY

Rezidor is committed to combatting modern slavery, educating employees and encouraging its partners and the broader business community to take a stand against human trafficking. We operate to high standards

of performance and advocate socially and environmentally sustainable business practices. Our aim is to combat and eliminate any form of modern slavery and operate free of slavery; exploitation of children; and forced, bonded and compulsory labor.

Therefore, Rezidor strives to achieve that:

- Every employee has a worker contract
- No employee is forced to work
- No employee is forced to hand over government issued identification, passports, work permits or bank cards
- No employee is required to pay any worker fees to receive work
- No excessive deductions are made from employees' wages

These expectations include the practices of labor agencies and for outsourced labor suppliers.

OUR BUSINESS AND SUPPLY CHAIN

Team involvement in 'Combatting Modern Slavery' initiative

Various teams across the organization and geographies are involved in Rezidor's anti-slavery and anti-trafficking initiatives. The strategy and follow up is coordinated by the corporate Responsible Business department. The corporate Responsible Business team works closely together with the Procurement team and Human Resources, both centrally and in our geographical areas.

Structure of Supply Chain

Rezidor's supply chain has three types of supplier categories: local, regional and corporate suppliers. Both corporate and regional suppliers are managed by our corporate procurement team, via centralized and regional procurement agreements. These cover an international variety of products and services including operational supplies & equipment, furniture, fixtures & equipment, food, drinks, amenities, linen and cleaning supplies. Local suppliers are managed at hotel level.

GUIDING DOCUMENTS: PRINCIPLES AND POLICIES

Code of Business Ethics

The Company's internal Code of Business Ethics contains rules and guidelines, and serves as a reminder of its policies and commitment to do what is right and ethical for all Rezidor employees. The Code applies to every person who works for us and every one of our companies. It is distributed to all employees. Additionally, all employees are trained in the Code of Business Ethics, its implications and reporting processes. The training is mandatory for all employees and includes a reference to the Rezidor ethics platform.

Supplier Code of Conduct

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 Conduct supplements the Code of Business Ethics and these principles are the foundation for the minimum standards that suppliers to Rezidor are expected to achieve. It must be adhered to by all suppliers on corporate and regional levels which becomes part of the suppliers' commitment. In 2017 the updated and extended Supplier Code of Conduct, with specific clauses to prevent modern slavery, was communicated to all our suppliers.

Although the local hotel suppliers are required to follow the Rezidor Supplier Code of Conduct, we do not actively register signed Code of Conducts at hotel level.

Human Rights

Rezidor has grouped key human rights and employment principles into two key documents. The Human Rights Policy covers the group's engagement on issues such as ethical business conduct, protection of children's' rights, combating human trafficking and protection of the rights of employees. The Employment Principles covers the group's promises to its employees such as non-discrimination, freedom

of association and development of talent from within. Both policies are made available to all our hotels and employees and complement the Code of Business Ethics and clarify the principles we live and work by in our hotels.

Responsible Business

Rezidor's 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, covers operating free of slavery, exploitation of people, forced, bonded and compulsory labor and 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 controlling background checks for all positions that are handling cash as a part of their role or in other sensitive positions. The background check must be done by an external company.

Other elements include supplier contract approval, work permits for employees of outsourced companies, reference checks of other partners of the supplier and background checks on outsourced employees in Accounting & Finance, Human Resources, Security, IT, Front Office and Food & Drinks. An outsourced company cannot sub-contract any activities delivered to the hotel without written approval from Rezidor. In 2017, 61% of all our managed and leased hotels were audited.

Responsible Recruitment

6.2% of employees are recruited indirectly through a recruitment agent and 20.7% of the hotel employees are outsourced. We aim to apply responsible recruitment practices when recruiting outsourced employees. To mitigate the risk of modern slavery and human trafficking, Rezidor started with the creation of a responsible

recruitment framework for our hotels. The Group developed a combatting modern slavery toolkit in support of its responsible recruitment practices. The toolkit provides guidance on how to combat modern slavery and details on how to engage with employees, how to increase awareness of modern slavery amongst employees, how to approach a recruitment agency, and what due diligence to conduct.

It supports the hotel management teams in their efforts to combat modern slavery, especially with outsourced labor. The toolkit has been rolled out to all geographic areas in Europe, Middle East & Africa and all our HR managers have been trained in it. 54% Of the hotels are actively using the toolkit

Self-assessment questionnaire

Rezidor engaged specialized Human Rights consultant Verité to create a hotel self-assessment tool. This self-assessment questionnaire (SAQ) is designed to identify potential gaps and vulnerabilities in business processes of hotel properties and third-party intermediaries that provide services related to the recruitment, selection, hiring, transportation, training, and management of foreign workers that could indicate a risk of forced labor or human trafficking.

As part of the process, the SAQ was tested in 3 of our hotels in the Middle East.

This SAQ is intended 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 detect, remediate and mitigate risks of labor abuse.

SUPPLIER DUE DILIGENCE

The products, services and activities of our suppliers may impact Rezidor's reputation, affecting our level of trust with other stakeholders. It is imperative that the Rezidor'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 Rezidor are expected to achieve.

In addition, we expect our suppliers to comply with the laws and regulations as well as its supplier agreements applicable to operations in the countries and jurisdictions where they conduct business, or deliver goods and/or services.

Risk Mapping in procurement system

For Rezidor to understand and control the business risk of the supply chain, it is using tools to increase supplier visibility.

1. Working group

Rezidor was part of the International Tourism Partnership (ITP) supply chain working group to develop a risk rating tool to get a more complete overview of our supplier risk profile. The rating is performed weighting various criteria of spend, volume, risk, impact, likelihood of success.

2. Supplier questionnaire

The group updated its responsible business supplier questionnaire, aligning it with the updated Supplier Code of Conduct. It includes a rating tool to identify the level of risk management of a supplier.

3. Risk mapping analysis

In 2017 as part of our group supplier due diligence, a risk mapping analysis has been completed to facilitate a breakdown of supplier performance. Rezidor has done the risk mapping of its top 50 suppliers.

Results of the risk mapping exercise allows a dialogue on responsible supply chain management between Rezidor and its suppliers. It needs to be considered for corrective actions, are used for supplier assessment, evaluation, and will be a discussion point for yearly meetings. In the coming year the mapping tool is anticipated to be integrated in the corporate procurement IT system.

TRAINING

We endeavor to educate and facilitate our employees to make a conscious decision in favor of environmental, ethical and social issues every day in their private and work lives. We train our employees to recognise the risks of modern slavery and human trafficking in our operations. Employees are explained the benefits of strong measures to tackle slavery and human trafficking, as well as the consequences of failing to combat slavery and human trafficking.

Combatting modern slavery training

A training document specifically designed for regional and hotel HR teams is used to increase awareness on the topic of modern slavery. This training is part of the combatting modern slavery toolkit and includes elements of responsible recruitment and use of the toolkit.

Child protection and anti-trafficking

Protecting victims of human trafficking is important. We take a public stand and work to prevent human trafficking and the exploitation of women and children. We ensure all employees are trained in a special Child Protection module. This module is part of our mandatory, classroom-based, Living Responsible Business training. The module includes various case-based scenarios, training employees to identify and report suspicious behaviour and encourages discussion amongst participants on what actions to take.

AWARENESS RAISING PROGRAMS

Best practice in the industry

Rezidor 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), which provides a voice for environmental and social responsibility in the industry.

In 2017 ITP and its members announced their collective 2030 targets to impact critical issues. One of the 2030 targets is to raise awareness

of human rights, embed human rights into corporate governance, and work collectively in the industry to address risks arising in the labor supply chain and during hotel construction.

Rezidor ethics platform

A cornerstone in the Code of Business Ethics implementation is www.rezidorethics.com, a website run by an independent third-party organization. Employees can use this site to find information on our Code of Business 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 and hotline are available in eleven languages for all employees, outsourced employees and agency workers. From the 74 reports received in 2017, none involved allegations concerning modern slavery.

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 needs to be reported to the Rezidor without delay on a specific email address. Rezidor encourages any stakeholder with concerns about the Supplier Code of Conduct and its implementation to discuss this directly with the supplier.

If Rezidor receives such a report, we will ask the supplier to comment and, if necessary, we may request 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, Rezidor may take various measures, including the exclusion of such supplier as a Rezidor Supplier and/or a report to local authorities. However, best practice suggests trying to work with the agency to improve their practice rather than dropping them. Suppliers

are requested to notify their employees, and any sub-contractors working for Rezidor, that they may report serious or sensitive concerns or a possible breach of the Supplier Code of Conduct.

FURTHER STEPS

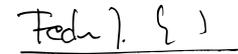
The risks of modern slavery and human trafficking in our operations and in the supply chain need our constant attention. Because of the growth of our operations, we need to continuously monitor and manage our supply chain risk. We will continue to combat modern slavery and human trafficking to minimize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

In the coming year, we anticipate:

- Continuing the development of tools available to our hotels on the responsible recruitment framework and to conduct risk evaluations of outsourced labor suppliers
- Continuing to encourage the hotel teams use of Combatting Modern Slavery toolkit
- Ongoing supplier engagement and continuing to fully implement supplier evaluation of all corporate suppliers and all high risk and high volume regional suppliers from a Responsible Business, Human Rights and preventing Modern Slavery perspective
- Continuing the risk mapping analysis to include all corporate suppliers and all high risk and high volume regional suppliers
- Continuing the cooperation with other industry partners via the ITP network to identify and share best practices
- Including and updating modern slavery elements in existing manuals, contracts, standards of operation and audits

SIGNED BY BOARD

This annual statement of the full year 2017 was approved by the Board of The Rezidor Hotel Group.



Federico J. Gonzalez
President & CEO

AUDITOR'S REPORT

Auditor's report on the statutory sustainability report
To Rezidor Hotel Group 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
My 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 my
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. I believe that the examination
has provided me with sufficient basis for my opinion.

Conclusion
A statutory sustainability report has been prepared.

Stockholm, March 20, 2018
PricewaterhouseCoopers AB

Signed by
Eric Salander, Authorized Public
Accountant, auditor in charge
Erik Bergh, Authorized Public Accountant

 **Group**
www.linkedin.com/company/radisson-hotel-group/

 **Employees**
www.instagram.com/radissonmoments/

 **Guests and other External Stakeholders**
www.instagram.com/radissonhotels/

 **Group**
www.twitter.com/radissongroup

 **Guests and other External Stakeholders**
www.twitter.com/radissonhotels

 **Guests and other External Stakeholders**
www.facebook.com/radissonhotels

 **Group**
www.youtube.com/radissonhotelgroup

RENU HANEGREEFS-SNEHI
Vice President
Corporate Communications,
PR & Reputation Management
renu.snehi@radissonhotels.com

INGE HUIJBRECHTS
Vice President, Responsible Business
inge.huijbrechts@radissonhotels.com



Every Moment Matters™



rezidor.com