



CARLSON
REZIDOR
HOTEL GROUP



WELCOME TO OUR RESPONSIBLE BUSINESS WORLD

A SUMMARY OF OUR WORK IN 2012

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TOGETHER FOR A GREENER FUTURE

In 2012 Rezidor launched Think Planet, our ambitious energy saving initiative targeting 25% energy consumption reduction in 5 years. Think Planet helps to build a greener future and contributes to maximising profits.



Thank you for your interest in Rezidor and our Responsible Business Programme! Responsible Business contributes to our company-wide Route 2015 strategy with “Think Planet”, an ambitious and engaging initiative targeting 25% of energy savings across all hotels and offices in 5 years. Launched in January 2012, Think Planet takes Rezidor

back to its environmental leadership roots and has resulted in a complete company focus on minimising our energy and carbon footprint (for a full programme overview, visit www.thinkplanet.rezidor.com).

Think Planet is also one of the three pillars of Rezidor’s industry-leading and award-winning Responsible Business Programme. We strongly believe in: Think Planet – minimising our environmental footprint; Think People – taking care of the health and safety of guests and employees; and Think Together – respecting social and ethical issues in the company and the communities in which we operate. Our passion for Responsible Business is shared by all our 35,000+ employees. We all try to live Responsible Business in the daily operations and carry the core values of the company through our unique Yes I Can! service philosophy.

In 2012, we celebrated our most successful Responsible Business Action Month ever – strongly supporting our corporate charity organisation World Childhood Foundation and other local or regional projects – and we increased the number of eco-labelled hotels to 217 to further strengthen our industry-leading position.

We are proud that the US think tank Ethisphere has yet again named us a one of the World’s Most Ethical Companies – an award that we received each year since 2010 – that’s 4 years in a row! Such achievements underline and strengthen our commitment to Responsible Business. We will continue to do sustainable business – 2013 will see a further development of Think Planet that will also be integrated in new openings through ambitious characteristics, an eco-label for new properties and rapid staff engagement in community projects. With our strategic partner Carlson, we will continue to go global and further pursue joint Responsible Business activities across all continents such as our cooperation with World Childhood Foundation.

Enjoy reading these Responsible Business highlights!

Yours truly,

A handwritten signature in black ink, appearing to read 'W. Neumann'. The signature is fluid and cursive, written over a white background.

Wolfgang M. Neumann
President & CEO

THINK PLANET

Minimising our
environmental footprint

Caring for our planet is in Rezidor's DNA. Constant attention to the environment is part of the everyday operations in our hotels, as well as during the design, building and renovation of our rapidly growing hotel portfolio.

2012 Highlights

- Launch of Think Planet. The five-year energy saving initiative aims to reduce energy consumption by 25%. On top of considerable savings made in the past 5 years, Rezidor achieved a 3.2% reduction in electrical consumption (kWh/occupied room).
- Working towards a greener future: Rezidor continues to reduce its environmental footprint. We achieved a 5% reduction in water consumption and in non-recycled waste per guest-night. Additionally we reduced our carbon footprint/guestnight by 9%.
- Increase of number of eco-labelled hotels to 65% (or 217 hotels). Eco-labels are a valuable validation of the hotels' actions to protect the environment and are carried out by an independent third-party.
- Rezidor contributes to the launch of the ITP and WTTC's Hotel Carbon Measurement Initiative.

THINK PEOPLE

Taking care of the
health and safety of guests
and employees

Caring for the health and safety of our staff and guests is a core value for Rezidor. Think People covers a wide range of actions including: creating healthy hotels by offering top-quality properties, services and products; ensuring safe hotels through our TRIC=S risk management programme; and maintaining healthy and happy staff through our five-step people development programme.

2012 Highlights

- Launch of 12 Leadership Qualities and new Performance Planning Programme. With the launch of Rezidor's proactive leadership commitment, we continue and strengthen our legacy of supporting all Rezidorians to reach their full potential and developing leaders from within.
- Employee satisfaction remains high at 86.5%. Rezidor aims to be the employer of choice for our people. The result of our annual Climate Analysis survey is outstanding, both within the hospitality industry and other service industries worldwide.
- Rezidor leads Carlson's new global safety, security and crisis council for Carlson Rezidor and the business units of other Carlson companies. This global council further grows Rezidor's unique approach to safety and security and delivers a relation of trust to individual and corporate guests around the world.

THINK TOGETHER

Respecting social
and ethical issues in the
company and the communities
in which we operate

Rezidor hotels are very active in their local communities. Hotel employees volunteer time and fundraise for local and international causes. Our solid ethics principles and programme ensure that all of our 35,000 employees act according to the highest ethical principles – wherever they are.

2012 Highlights

- For the third year in a row, Rezidor has been named as one of the World's Most Ethical Companies by the Ethisphere Institute. Beginning of 2013 Rezidor was honoured for the fourth consecutive time.
- 80% of Rezidor hotels participate in the Responsible Business Action Month for the community in September. Close to 475 TEUR is raised for local and international charities – in particular for our corporate charity: World Childhood Foundation (www.childhood.org).
- The Carlson Rezidor Hotel Group is a global leading partner of World Cleanup 2012 a grass-roots campaign which aims to remove illegally dumped garbage in 100 countries across the globe. Over 2,000 employees from 91 Carlson Rezidor hotels worldwide participated in local cleanups. Together the teams collected close to 135,000 litres of waste in 33 countries.

REZIDOR RESPONSIBLE BUSINESS

TIMELINE

- 1988** • Creation and adoption of the SAS International Hotels Safety and Security Standards.
- 1989** • First environmental policy driven by SAS Group.
- 1996** • Launch of the Radisson SAS environmental program with 24 action points.
• Founding member of the International Hotels Environment Initiative.
- 2001** • Launch of the Responsible Business program encompassing the three pillars of health and well-being; social and ethical responsibility; and environmental responsibility.
• Responsible Business Coordinators appointed and trained.
• First Responsible Business Training initiated with 35% of staff trained by year-end.
• Monthly reporting of energy, water and waste.
• Save the Children becomes corporate charity organization.
- 2003** • Launch of Hotel Environment Action Month (now Responsible Business Action Month).
• Radisson SAS Plaza Hotel, Oslo, is first Rezidor property to receive third-party environmental certification with the Nordic Swan eco-label.
• Rezidor becomes chair of International Hotels Environment Initiative Executive Committee.
- 2004** • Rezidor's efforts are recognised with the Hospitality Award for Environmental Protection.
• Carlson Companies sign the ECPAT Code of Conduct against sexual exploitation of children.
- 2007** • World Childhood Foundation becomes corporate charity organization.
• Rezidor is first international hotel group to offer guests carbon offsetting.
- 2008** • Launch of rezidorethics.com, an independently managed website which enables employees to raise concerns about potential breaches of our Code of Ethics.
• Monthly TRIC=S reports distributed to all General Managers.
• Rezidor becomes one of the founding members of US State Department's Overseas Security Advisory Council (OSAC) Hotel Security Working Group.
- 2009** • Rezidor signs the United Nations Global Compact.
- 2010** • Rezidor is named one of the World's Most Ethical Companies by the Ethisphere Institute.
• Rezidor leads a joint effort with Carlson Hotels to further develop safety and security globally.
• First global responsible business action month with Carlson Companies.
- 2011** • For the second year in a row, Rezidor is named one of the World's Most Ethical Companies.
• 56% of our hotels are eco-labelled.
• Global partnership with World Cleanup 2012.
- 2012** • Think Planet is launched – Rezidor's programme to save 25% on energy in 5 years.
• For the third year in a row, Rezidor is named one of the World's Most Ethical Companies.
• 65% of our hotels are eco-labelled.

Download the Responsible Business Report 2012 from www.responsiblebusiness.rezidor.com or contact us for more information at responsible.business@rezidor.com