



RESPONSIBLE BUSINESS REPORT 2022

THINK
PEOPLE · COMMUNITY · PLANET

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About Radisson Hotel Group

Radisson Hotel Group (RHG) is a leading international hotel group with nine distinctive hotel brands, and more than 1,100 hotels in operation and under development in over 95 countries and territories. The Group's overarching brand promise is Every Moment Matters with a signature Yes I Can! service ethos.

The Radisson family of brands portfolio includes Radisson Collection, Radisson Blu, Radisson, Radisson RED, Radisson Individuals, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, and prizeotel brought together under one commercial umbrella brand, Radisson Hotels.

Radisson Rewards is Radisson Hotel Group's loyalty program, which delivers an elevated experience that makes Every Moment Matter. As the most streamlined program in the sector, Radisson Rewards offers its members exceptional advantages as well as the ability to access their benefits from day one across a wide range of hotels in Europe, Middle East, Africa, and Asia Pacific.

Radisson Meetings provides tailored solutions for any event or meeting, including hybrid solutions placing guests and their needs at the heart of its offer. Radisson Meetings is built around three strong service commitments: Personal, Professional, and Memorable, while delivering brilliant basics and being uniquely 100% Carbon Neutral.

More than 70,000 team members work at RHG and the hotels licensed to operate in its systems.

Since 2019, RHG is part of Jin Jiang International Co., Ltd. Jin Jiang International is the leading travel and hospitality conglomerate in China and the second-largest hotel group in the world in terms of the number of rooms. (Source: MKG Ranking 2022).

Unless otherwise stated, the information in this report refers to the calendar year 2022.



Letter from the CEO

Now more than ever, with the speed and scale of today's ever changing economic and travel climate, we need to embrace sustainability to create a resilient future. Strong commitment and action are required to be the foundation for our security, growth, and long term success.

2022 has been an essential year for Radisson Hotel Group's sustainability program. By taking our commitment to be net-zero by 2050, combined with the publication on approved science-based near-term targets, we join the leading league of companies who make their targets align with worldwide COP climate goals. We have started our net-zero transformation. This includes the implementation of our renewable energy sourcing strategy and our transition to green hotel buildings which enable us to act swiftly and in close coordination with property owners, developers, and our supply chain.

As we continue transforming the business with our 5-Year strategic plan, and move into the Year of Skills as announced by the EU, attracting talent to fill key vacancies in the hospitality industry as well as training and retaining team members remain essential. As a diverse and inclusive employer, we need to know what inspires people and how we can help talent grow both professionally and personally. At Radisson Hotel Group we build on strong foundational beliefs, which help us to achieve excellent scores in the results of our in-house team member survey, as well as be recognized a second time as the #4 Best Employer in the Travel & Leisure industry globally by Forbes.



Letter from the CEO

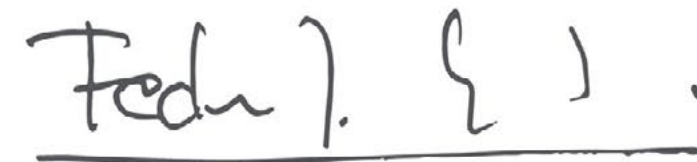
In communities around the world, we extend employment opportunities to the vulnerable and those in need in times of humanitarian crises through employability programs, for example, our actions and commitment to support Ukrainian team members as well as other refugees. The attitude, commitment, and efforts of our team members in their local communities have been truly extraordinary. It fills me with pride to see the work they have done and continue to do. We continue to provide food, shelter, and a brighter future for at-risk children and youth along with our international charity partner, SOS Children's Villages.

With the full return of travel and tourism after the pandemic, our industry is accelerating collective action on sustainability. I am convinced that sustainability cannot be a matter of competition - it requires collective and coordinated action.

Together with the Sustainable Hospitality Alliance and the World Travel & Tourism Council, we are providing a common path forward in hotel sustainability, accessible to all hotels. We provide a framework for hotels to be responsible for the planet and for people, starting with the essential actions grouped in Hotel Sustainability Basics. We need to keep challenging ourselves and set ambitious targets, to net-zero and to a net positive industry.

We need everyone to combine forces to deliver positive and concrete action towards net-zero, biodiversity protection, and an equitable world. It's only by working together that we can really tackle the major challenges of our time and make a true positive change for a better future for the entire planet.

Our industry deserves this, our communities deserve this, and our planet deserves this. I want to thank you for supporting us in making Every Moment Matter, every day, every time, and everywhere.



FEDERICO J. GONZÁLEZ
Chief Executive Officer, Radisson Hotel Group



Strategy and Performance



2022 Milestones and Highlights

With its commitment to the Glasgow Declaration and to be net-zero by 2050, RHG's near-term science-based carbon reduction targets for 2030 were approved by SBTi. The Group activates its decarbonization strategy with the development of a renewable energy sourcing pathway and comprehensive Build Planet guidelines to transition the portfolio to green hotel buildings.

RHG announced its support of essential initiatives to accelerate responsible tourism worldwide, including the implementation of the cross-industry Pathway to Net Positive Hospitality and Hotel Sustainability Basics as leading supporter.

Building on its long heritage as a leading sustainable hotel group, RHG has been recognized for its strong employer value proposition, internally through the outstanding results of the team members' survey Radisson Listens, and externally as #4 Best Employer in the Travel & Leisure industry by the leading business magazine, Forbes.

Think People

4th

Forbes Best Employer for Travel & Leisure industry for the 2nd consecutive year

82%

Radisson Listens overall team member engagement score

1.5M

hours spent in training and development

32%

women in leadership positions

7th

slavery and human trafficking statement issued

141

hotels certified by Safehotels

Think Community

21,500

volunteer hours from corporate office and hotel team members

29,000

people provided with safe drinking water for life through our towel re-use program

166

hotels actively supporting SOS Children's Villages

€1.1M

donated in cash and in-kind by corporate offices and hotels to nonprofit organizations

Think Planet

18%

reduction of carbon emissions per square meter vs 2019

4%

water footprint reduction per occupied room vs 2021

67

hotels use 100% renewable electricity

100%

of meetings at RHG are carbon neutral, offsetting 61,800 tons of carbon since 2019

World's first

hotel group to make meetings and events carbon negative across 400+ hotels

226

hotels certified with eco-labels

Responsible Business Performance Indicators

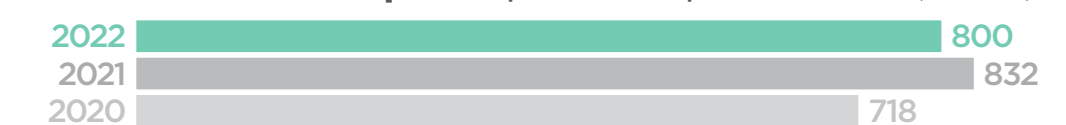
Energy per square meter (kWh)



Energy per occupied room (kWh)



Water footprint per occupied room (liters)



Carbon footprint per square meter (kgs CO₂e)



Carbon footprint per occupied room (kgs CO₂e)



Due to business disruptions caused by the COVID-19 pandemic, the performance of 2020 and 2021 is irregular.

5-Year Strategic Plan

In 2022, tourism around the world and RHG continued to recover from the impact of the global pandemic. In 2022 RHG committed to becoming net-zero by 2050 and continues to consider Responsible Business as a fundamental element of the company's 5-Year strategic plan.

RHG has increased its sustainability ambitions with clear commitments to net-zero by 2050 and for the pathway to net positive hospitality. The 2021 - 2026 strategic plan includes Responsible Business focus areas and targets for our hotels globally. These targets are aligned with the UN Sustainable Development Goals.

With fully approved near-term science-based emission reduction targets by 2030 and pledge to science-based net-zero by 2050, RHG is continuing to reaffirm its strong commitment to sustainability. As lead supporter of Hotel Sustainability Basics, RHG is encouraging all hotels to implement a coordinated set of minimum initiatives to drive responsible travel and tourism.

Other targets of RHG's Responsible Business program include increasing renewable energy sourcing, reducing our water footprint by 30% by 2026, removing single use plastics, and continuing to incorporate sustainability in the guest experience with industry shaping initiatives, such as 100% Carbon Neutral Meetings, and through its contribution to water, hygiene, and sanitation projects in water scarce communities.

RHG has subscribed to the industry vision of Nature Positive and will be defining steps to integrate biodiversity protections and combine climate change impact mitigation with biodiversity protection and nature restoration.

The Group's focus on responsible business practices is also reflected in its commitment to promote and protect human rights within its sphere of influence through its operations and supply chain. RHG will continue creating shared value in communities in the areas of food, shelter, and better futures, especially for children and youth-at-risk.

RHG is also strengthening its sustainability performance through partnerships and driving the travel industry's transformation towards a sustainable standard. Working with key industry stakeholders, RHG is demonstrating the positive impact which sustainability can have for the wider industry by creating additional opportunities for the pathway of net positive hospitality.

Our ambitious and award-winning Responsible Business program has three core areas to ensure our team members care for our guests, our people, and our planet, and that we act in an ethical way at all times.





Think People

Our ethical practices can be seen every day in the way we treat all people with whom we interact, from our guests and team members to our suppliers, owners, and investors. Driving ethical business practices is at the core of our company beliefs. This focus is reflected in how we welcome guests to a safe and secure environment and in how we foster an inclusive and diverse culture by raising awareness of human rights within our sphere of influence, our hotels, and the wider value chain.

RHG wants to be an employer of choice by continuously attracting and growing talent and ensuring that all the tools are in place for our team members to develop meaningful careers and deliver Memorable Moments to our guests.



RHG's Responsible Business pillars contribute to the UN Sustainable Development Goals.



Think Community

We participate in and live Responsible Business every day. Together with our team members in our hotels and offices, RHG partners with multiple organizations to give back to the environment and the local communities where we operate by creating shared value to provide human necessities such as food, shelter, water, sanitation, and hygiene to those in need, and create employment opportunities for better futures and a healthier planet for all.

Community partnerships are the drivers that create shared value and sustainable success. RHG fosters an important partnership with SOS Children's Villages International, an NGO that works in 136 countries and territories to ensure that children grow up in a safe and caring family environment. RHG's commitment to global water health is reflected in its partnership with Just a Drop, a respected international charity that works to bring safe drinking water to water stressed communities.

In our hotels, we are enabling better futures for vulnerable youth, marginalized groups, and persons with disabilities through various programs that deliver employability and life skills.



Think Planet

RHG strives to achieve a net positive impact for the planet. With near-term science-based targets approved for 2030, RHG is aligned with the industry's net-zero methodology to minimize its environmental footprint. This requires factors such as decreasing carbon emissions, energy use, and water consumption, as well as increasing sustainable consumption and resource management.

RHG has established net-zero targets in line with the SBTi Net-Zero Standard by joining the Business Ambition for 1.5°C campaign and the UNFCCC Race to Zero. In addition, RHG has committed to the Nature Positive approach under the Post-2020 Global Biodiversity Framework.

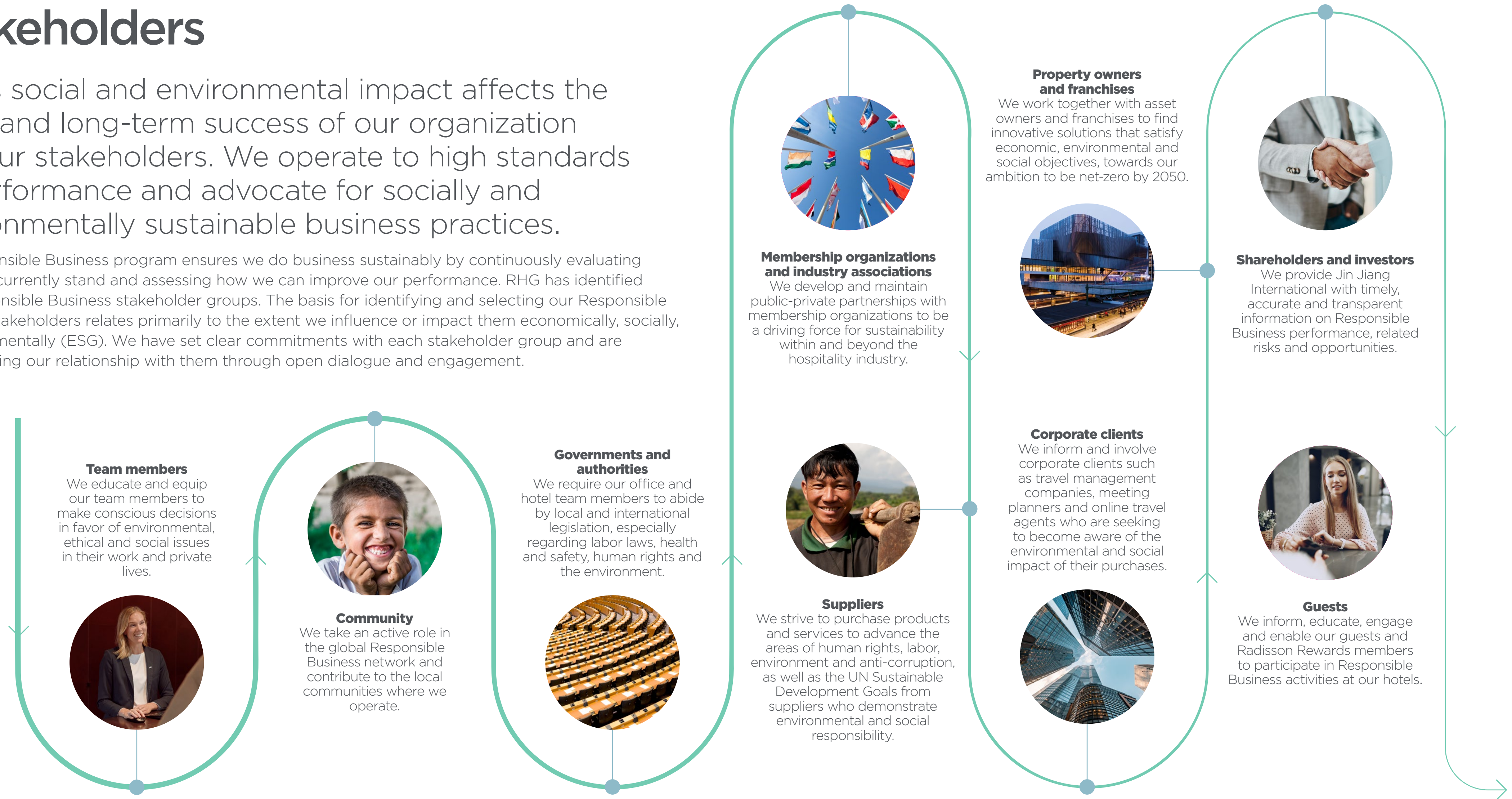
RHG has achieved important progress toward these sustainability goals with a strategic focus on renewable energy, green building design, responsible sourcing of food and beverage, phase out of single-use plastics, green mobility, and the establishment of Hotel Sustainability Basics. We incorporate sustainability into the guest experience with industry shaping initiatives, such as 100% Carbon Neutral Meetings, and through our contribution to water, hygiene, and sanitation projects in water scarce communities.



Stakeholders

RHG's social and environmental impact affects the short and long-term success of our organization and our stakeholders. We operate to high standards of performance and advocate for socially and environmentally sustainable business practices.

Our Responsible Business program ensures we do business sustainably by continuously evaluating where we currently stand and assessing how we can improve our performance. RHG has identified nine Responsible Business stakeholder groups. The basis for identifying and selecting our Responsible Business stakeholders relates primarily to the extent we influence or impact them economically, socially, or environmentally (ESG). We have set clear commitments with each stakeholder group and are strengthening our relationship with them through open dialogue and engagement.



Materiality Assessment

RHG periodically undertakes a materiality assessment to identify key sustainability priorities and redefine strategic opportunities.

Stakeholder engagement includes performance reviews, company culture assessments, hotel owner meetings, partnership reviews, sustainability surveys, sensor checks, and other stakeholder meetings and workshops. Our Responsible Business program has three core areas to help ensure we always care for our guests, our people, and our planet, and that we are acting in an ethical way at all times.

Think People - we address any health, safety, and security risks and prioritize the wellbeing, employment, and development of our team members. Think People also addresses human rights and business ethics, anti-corruption, and anti-bribery practices in our operations as well as our supply chain.

Think Community - we address the risks of poverty, hunger, and lack of quality education in the communities where we operate. Additionally, we focus on providing access to clean water and sanitation globally. This is done through community engagement and the development of shared value.

Think Planet - we address biodiversity loss and climate action, resilience, and the urgent need for environmental requirements to restrict global warming to 1.5°C of pre-industrial levels. Beyond the risks of extreme weather conditions, drought, and flooding we also consider the impact of elements such as food security and the risk of social unrest.

RHG must manage the impact of key environmental, social, and economic topics for our business and the wider hospitality industry.

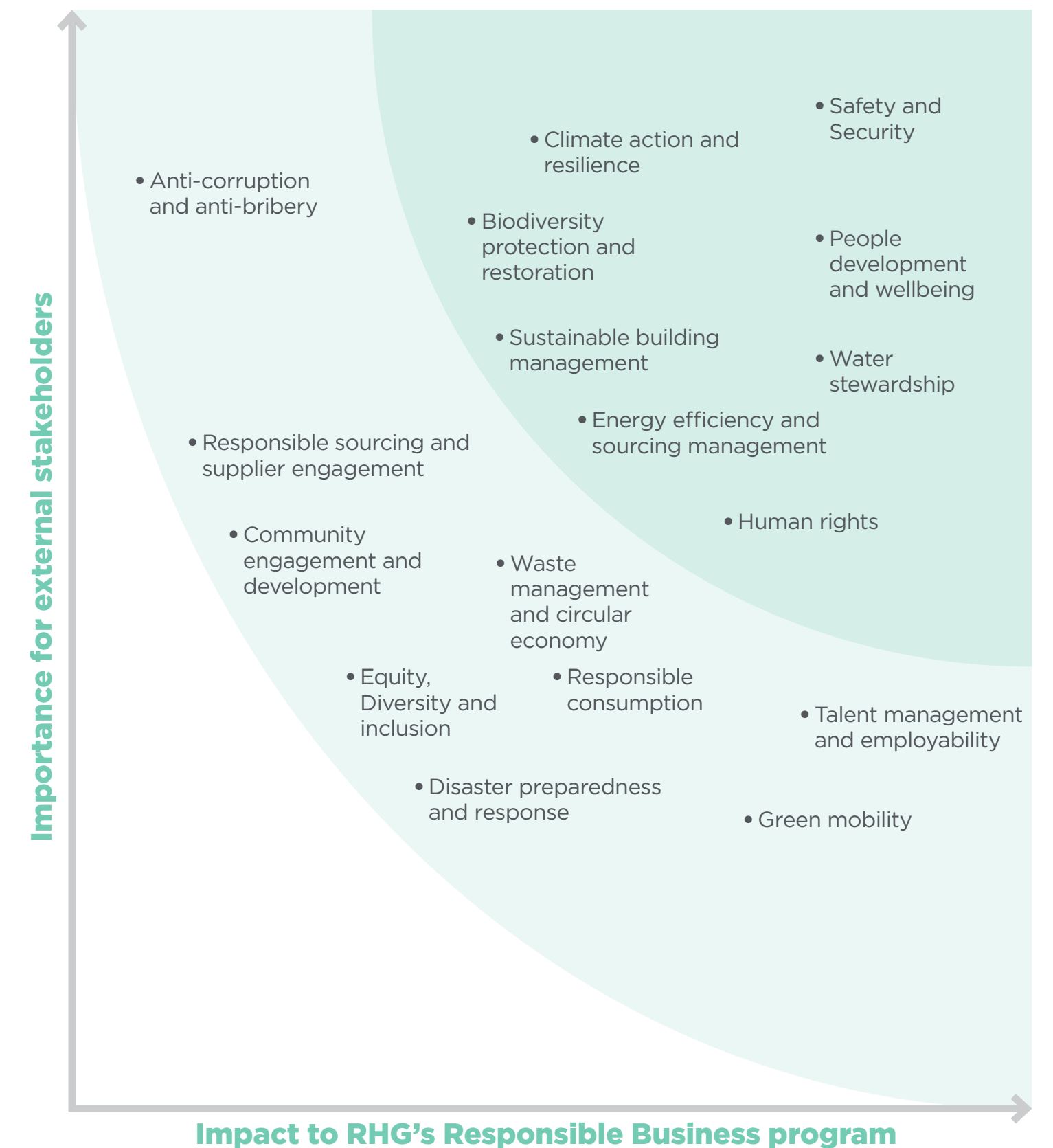
Our Responsible Business targets and actions must also contribute to the UN Sustainable Development Goals. Aligned with international frameworks and standards, including the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), RHG has completed a materiality assessment to identify key issues, focus areas, priorities and opportunities. For this assessment, we engaged with key stakeholders to inform them of our strategy and gain insight from their expertise, expectations, feedback, and priorities. RHG's materiality assessment is based on a selection of both internal and external sources.

Our company vision and long-term strategy includes key Responsible Business targets. In addition to being a key strategic company-wide initiative, Responsible Business influences other essential elements of the 5-Year strategic plan, such as Business Development, Strategic Sourcing, Food & Beverage Procurement, our Brand and Guest Experience, Operations and Meetings & Events.

As a proud partner of different industry associations and membership organizations including the Sustainable Hospitality Alliance and the World Travel & Tourism Council (WTTC), RHG is committed to advancing sustainability across its operations and using its influence to drive positive change and sustainability action among different stakeholder groups. We work closely with senior executives from other leading hospitality companies to address challenges, share expertise, and develop practical solutions to enable the whole industry to operate responsibly and grow sustainably.

Security, demographics, biodiversity protections, resource scarcity, waste management, and business ethics are all issues that will influence the nature in which our industry will continue to operate in future. External contextual information, trend reports, and research available from sources such as the World Economic Forum Yearly Global Risks Report, UNEP Global commitment progress report, GlobeScan sustainability survey, and UNWTO and WTTC reports all inform our

understanding and planning from Responsible Business targets. For more detailed information, please view the sustainability risk overview of materiality topics and management approach for risk mitigation, [here](#).



Organization and Governance

RHG's Responsible Business and environmental policy is embedded in all levels of our organization. We combine both a top-to-down and bottom-to-top approach to ensure maximum engagement across all operations to deliver the greatest sustainability impact.

Organization

<p>Board of Directors</p> <p>The board of directors is responsible for the Responsible Business report and is periodically informed about the Responsible Business progress.</p>	<p>CEO and executive management team</p> <p>The global executive committee, including the CEO, is frequently updated on strategies, plans, and progress of the Responsible Business 5-Year strategic plan.</p>
<p>Corporate Responsible Business team</p> <p>The Responsible Business team sets and implements the strategy and ensures cross-departmental cooperation. The team works closely with the area support office teams and the hotels.</p>	<p>Hotel teams</p> <p>Hotel teams, under the guidance of the General Manager, are responsible for incorporating the Responsible Business program into daily operations and provide regular updates to the hotel owners.</p>

Regional Coordinator network

A network of 40 appointed Regional Responsible Business Coordinators in Europe, Middle East, Africa, and Asia Pacific sets regional targets in line with the Group's strategy. This network is responsible for following-up with the hotels in their region to ensure that progress is being made, and is supported by the regional director.

Hotels are expected to have a Responsible Business coordinator. Of all hotels, 80% have a Responsible Business team. The Responsible Business coordinators and their team jointly define the Responsible Business action plans in line with both regional and Group priorities.

 **40**
regional Responsible Business champions

 **80%**
of hotels have a Responsible Business team

Reporting and compliance

Regular (minimum quarterly) environmental statistics for leased and managed hotels are collected in the Think Planet module of our financial reporting and consolidation system. Hotels report their full Responsible Business performance in the yearly Responsible Business status report which contains 150-plus checkpoints on Think People, Think Community, and Think Planet. 63% of our hotels submitted an answer to the status report.

Environmental issues

RHG checks the environmental compliance of all hotels. In 2022, no hotel reported environmental compliance issues.



Memberships

The hospitality industry has the power to have a lasting positive impact on lives, places, and economies. Partnerships can strengthen and accelerate the implementation of sustainable development. RHG aims to develop new public-private partnerships with key external stakeholders to drive sustainable success within and beyond the hospitality industry.



UN Global Compact

RHG has been a United Nations Global Compact signatory since 2009. The UN Global Compact is a call to companies everywhere to align their operations and strategies with ten universal principles in the areas of human rights, labor, environment, and anti-corruption, and to take action in support of UN goals. RHG seeks to advance broader societal goals, such as UN Sustainable Development Goals, with an emphasis on collaboration and innovation.

With more than 17,000 companies and 3,000 non-business signatories based in 162 countries, as well as 69 Local Networks, UN Global Compact is the largest corporate sustainability initiative in the world. Access the UN Global Compact Compliance table for more information [here](#).



Sustainable Hospitality Alliance

The Sustainable Hospitality Alliance represents how the hospitality industry is taking collective responsibility to ensure that destinations and communities are being supported and protected now and for future generations. RHG is an active member of the Sustainable Hospitality Alliance and works with other leading hospitality companies and strategic partners to address key challenges affecting the planet and its people, as well as develop free practical resources and programs to enable the wider industry to operate responsibly and grow sustainably.

Members make up 35% of the global hotel industry by rooms and includes 21 world-leading hotel companies with a combined reach of over 45,000 hotel properties and 6.2 million rooms.



One Planet Network

The UN's Environment's One Planet Sustainable Tourism Program has the overall objective to enhance the impact of sustainable development on the tourism sector by 2030 by developing, promoting, and scaling up sustainable consumption and production practices that boost the efficient use of natural resources, while producing less waste and addressing the challenges of climate change and biodiversity loss.

RHG is a member of the One Planet Sustainable Tourism Program and member of the advisory group for the Global Tourism Plastics Initiative.



World Travel and Tourism Council

The World Travel and Tourism Council (WTTTC) is the global authority on the economic and social contribution of travel and tourism. WTTTC promotes sustainable growth and works with governments, destinations, businesses, and international institutions to create jobs, drive exports, and generate prosperity. The Council's main goal is for the travel and tourism sector to be seamless, secure, safe, inclusive, and sustainable whilst working towards a greater public-private sector collaboration.

At the WTTTC's Global Summit in 2022, RHG, together with other top brands, associations, and destinations in the industry launched Hotel Sustainability Basics, a common and inclusive definition of hotel sustainability to drive responsible travel and tourism.



Memberships



UNWTO

The World Tourism Organization (UNWTO) is the United Nations agency responsible for the promotion of sustainable, responsible and universally accessible tourism. Our CEO, Federico J. González met with the UNWTO's Secretary General Zurab Pololikashvili to discuss RHG's plans and our joint agenda on sustainability, education, and people-centered policies. Both organizations are aligned on these essential themes. The UNWTO and RHG will be working together to achieve concrete results in the short, medium and long term.



Federico J. González and UNWTO's Secretary General Zurab Pololikashvili



GBTA

The Global Business Travel Association (GBTA) is the world's largest professional association representing every facet of the global travel industry marketplace. GBTA's focus is to equip members with the knowledge and resources necessary to navigate the rapidly changing business travel landscape. This awareness is created through education, research, networking, and advocacy delivered on demand.

RHG is a member of the GBTA's Sustainability Committee which provides global leadership and resources to help balance the social, economic, and environmental impact of members' business travel programs.



GSTC

The Global Sustainable Tourism Council (GSTC) is a non-profit organization that establishes and manages a set of global standards for sustainable travel and tourism, also referred to as the GSTC criteria. GSTC strives to be an agent for change towards sustainable travel and tourism by increasing knowledge, understanding, adoption, and demand for sustainable tourism practices.

RHG's membership in the GSTC is part of the Group's strategic focus to drive cross-industry cooperation and establish transparent and measurable standards for sustainability within the hospitality industry, as well as foster increased coordination between the private and public sector. RHG continues to partner with global ecolabels such as Green Key, Earth Check, and Green Tourism, all recognized by GSTC which audit our hotels' sustainability performance.



Overseas Security Advisory Council (OSAC)

RHG is one of the founding members of the US State Department's Overseas Security Advisory Council (OSAC) Hotel & Lodging Sector Committee (HLSC). The Committee exchanges information on potential threats, conducts joint training sessions annually, and enables members to monitor for emerging threats. This exchange of information is vital to helping safety and security teams understand evolving threats. In 2022, RHG held the chair of the Hotel & Lodging Sector Committee.



ECPAT

Protecting victims of human trafficking is important. RHG takes a public stand and works to prevent human trafficking and the exploitation of women and children. RHG is member of ECPAT, the leading policy organization seeking to end the commercial sexual exploitation of children through awareness, advocacy, policy and legislation.

As an ECPAT member, RHG is also a signatory of The Code. The Code is a multi-stakeholder initiative with the mission to provide awareness, tools and support to the tourism industry to prevent the sexual exploitation of children.

Sustainable Development Pathway

Building on its long heritage as a leading sustainable hotel group, RHG remains committed to the UN Sustainable Development Goals with its Responsible Business pillars and sustainability targets set for its hotels globally. In 2022, RHG announced its support of essential initiatives which accelerate responsible tourism worldwide, including the implementation of the cross-industry Pathway to Net Positive Hospitality and Hotel Sustainability Basics.

UN Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. The 17 global goals and 169 targets are an urgent call for action by all countries – developed and developing – to unite in this effort. As a responsible business leader in the industry, RHG's efforts contribute to these important global goals.

RHG has continued to analyze its Responsible Business commitment toward the UN Sustainable Development Goals (SDGs). We understand the importance of our support of the Sustainable Development Goals and must stay true to our goal for a world of peace, dignity, and prosperity for a healthy planet. For more information, please refer to the table showing how RHG contributes to the UN Sustainable Development Goals [here](#).

Glasgow Declaration

The Glasgow Declaration on Climate Action in Tourism is a catalyst for increased urgency to accelerate climate action in tourism and to secure strong commitments in support of the global goals to halve emissions over the next decade and reach net-zero emissions as soon as possible before 2050.

During COP27 in Egypt, RHG signed the Glasgow Declaration and is encouraging other hospitality groups to join the call for strong action to halve emissions by 2030 and reach net-zero emissions as soon as possible before 2050. RHG is continuing this call to action as a prominent signatory of the Glasgow Declaration, building on its existing strategic sustainability initiatives and commitments.

RHG is committed to nature positive biodiversity

Nature is essential to travel and tourism. It is integral for sector growth and prosperity, from its vital ecosystem services to the uniqueness it provides global destinations. More than that, nature supplies clean air, fresh water, and food which support human development and build resilience to viral pandemics, all the while offering solutions to climate change. Life simply cannot exist without these essentials.

RHG is collaborating with the WTTC on the 'Nature Positive' approach by integrating biodiversity safeguards into standards for reducing carbon emissions, the impact of pollution, and the unsustainable use of resources in order to protect and restore nature and its wildlife. RHG signed its commitment to a Nature Positive approach under the Post-2020 Global Biodiversity Framework.



Sustainable Development Pathway

Pathway to Net Positive Hospitality

The Pathway to Net Positive Hospitality aims to enable every hotel to improve their environmental impact, whatever their starting point is on their sustainability journey. To bring this vision to life and enable the industry to progress in a strategic way while using common definitions, the Sustainable Hospitality Alliance and its members, including RHG, supported by WTTC, have created the Pathway to Net Positive Hospitality for the planet. The Pathway recognizes the wealth of initiatives and resources designed to support the industry and aims to develop a holistic, action-based approach for sustainable hospitality.

The hospitality value chain will play a key role in achieving the vision set out by the Pathway for hotel developers, owners, investors, and franchisees who can all make a sustainable impact through the different life cycle stages of a hotel. The Pathway has four stages with increasing targets which account for the different stages of sustainability maturity and ambition across the industry.

Starting with Hotel Sustainability Basics

Hotel Sustainability Basics is a globally recognized and coordinated set of sustainability indicators that all hotels should implement as a minimum. Developed by the industry, for the industry, they represent the 12 actions that are fundamental to hotel sustainability. RHG has been a leading supporter of Hotel Sustainability Basics since its inception and has included the Basics criteria in the Group's brand standards for all nine brands to implement over the next three years.

Advancing with robust sustainability action plans

The Group's ambitious and award-winning Responsible Business program allows hotels to advance their sustainability pathway

with a robust and structured plan of action. The program identifies key focus areas and targets under the pillars of People, Community, and Planet to ensure that we care for our guests, our people, and our planet and act in an ethical way. Additionally, we highly recommend hotels to get acknowledged for their efforts by a third-party eco-label recognized by Global Sustainable Tourism Council (GSTC).

Accelerating to net-zero by 2050

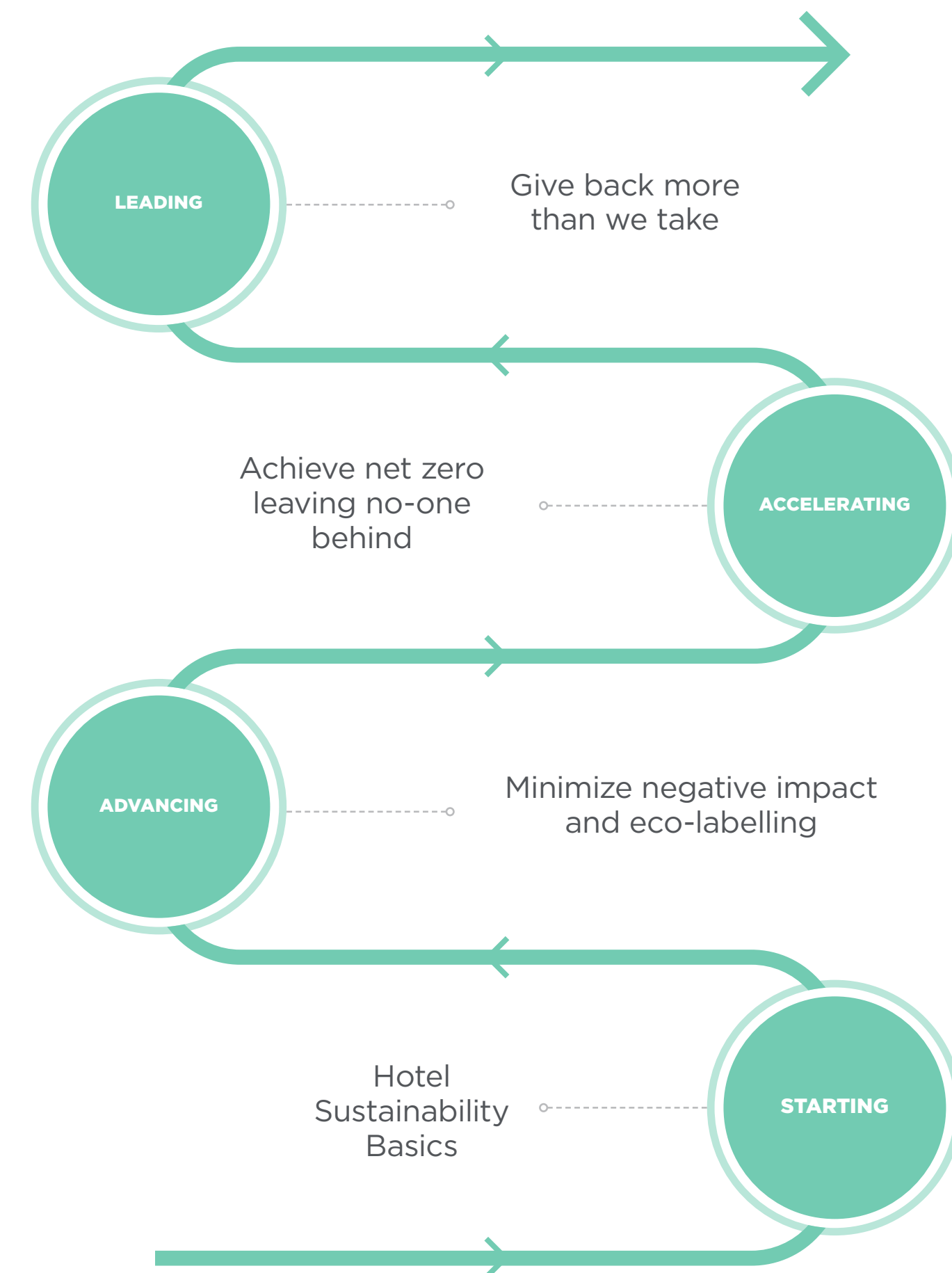
RHG is committed to accelerating Responsible Business across its operations and using its collective influence to drive action among supply chains and stakeholders. With approved near-term science-based targets set for 2030 and its commitment and development of science-based net-zero targets for 2050, RHG has identified key levers and is developing its strategy further to address its carbon footprint reduction needs for scope 1, scope 2, and scope 3.

Leading to net positive hospitality

A net positive business has been defined by Paul Polman and Andrew Winston as one which improves the well-being for everyone it impacts and at all scales – every producer, every operation, every region and country, and for every stakeholder, including team members, suppliers, communities, customers, and even future generations to cultivate the planet itself.

Imagine what net positive could look like when businesses solve the biggest challenges rather than contributing to them. Although achieving net positive is a long-term journey, our belief is that every hotel around the world can and must aim for regenerative environmental and social impacts. RHG has the ambitious spirit to be the kind of company that supports the regeneration of the world.

Pathway to Net Positive



Awards and Recognition

RHG has received numerous awards and accolades for its Responsible Business program and is recognized for being an innovative leader in sustainability.

Sustainability and Security guest recognition

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

Guest Satisfaction Score: Responsible Business



Guest Satisfaction Score: Safety & Security*



*introduced in 2021

Key areas of opportunities that guests highlight include addressing Responsible Business communication on actions and initiatives more effectively and developing methods to promote sustainable guest behavior. Additionally, guests also requested a reduction of single use plastic usage at properties, such as bottles, amenities, and other items, as well as more information on energy and water saving opportunities in hotels.

Hospitality On Awards Winner

Radisson Blu Royal Astorija Hotel, Vilnius won 'Best Local Initiative in Social Responsibility' at the Hospitality ON Awards. The hotel welcomed refugees fleeing from the war in Ukraine. They accommodated children, their mothers, and their teachers and provided them with meals, entertainment, and educational kits.

Additionally, the hotel made furniture donations to a Ukrainian School in Vilnius. Furniture was also donated to the Red Cross and SOS Children's Villages to use in other locations where Ukrainian refugees were housed in Lithuania.

ecovadis

EcoVadis Silver sustainable supplier

RHG has been rated by EcoVadis as a sustainable supplier with a score performance at the silver medal recognition level since 2017, putting the company in the top 8% of the accommodation industry and top 25% of performers worldwide.

EcoVadis aims to improve the environmental and social practices of companies by leveraging the influence of global supply chains. Each company is assessed by means of a questionnaire which is customized to the size of the business, its industry sector, and countries of operation. The rating covers four areas: fair business ethics, the environment, sustainable procurement, and labor practices and human rights.

Forbes

Recognized as a top employer

For the second consecutive year, RHG was named as the world's #4 Best Employer in the Travel & Leisure industry in 2022 by the leading business magazine, Forbes. This prestigious award, resulting from a survey of 150,000 international respondents, brings us an important step closer to achieving our goal of being the people-focused hotel company of choice for guests, owners, and talent.

Think People





4th

Forbes Best Employer for Travel & Leisure industry



82%

overall team member engagement score in Radisson Listens



1.5M

hours spent in training and development



7th

slavery and human trafficking statement issued



32%

women in leadership positions



141

hotels certified by Safehotels

Employment and Employability

At RHG, we want to be an employer of choice by constantly attracting and growing talent. As a global company, we have all the tools in place for team members to develop meaningful careers and deliver Memorable Moments to our guests.

🌐 Employment

In 2022, RHG counted 146 nationalities amongst our team members. Women comprise 37% of our team members while 63% are men. RHG accounts 1% of team members with a disability. This data is reflective of all team members who are counted in the HR Information System. Of our total workforce, 13% is considered as outsourced labor, mainly for housekeeping, security, Food & Beverage, and gardening services.

Empowering and social dialogue

RHG promotes and enables two-way communication and consultation between team members and management. In 2022, 33% of RHG team members were covered by collective bargaining agreements. Of the hotels operating in countries, where this is not possible, 70% practice other forms of workplace cooperation, designed to improve our team members' welfare and to develop mutually acceptable solutions for common challenges.

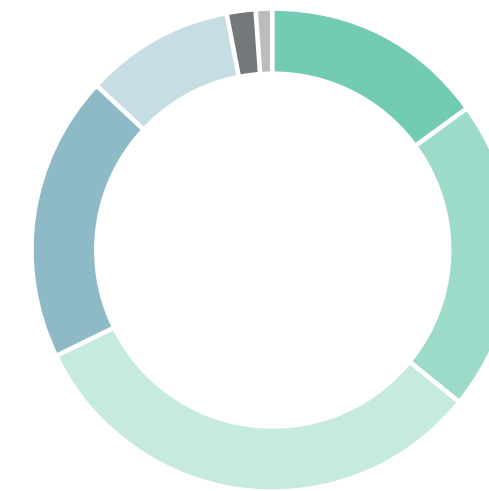
In line with the European Union Directive on Works Councils (94/45/EC), RHG has also established a European Works Council composed of representatives from our central management team, appointed team members, and the Global Chief Resources Officer. The Council's Annual Meeting was held in person in 2022. Subjects discussed with team member representatives included RHG's company finances, business development, performance, ethics and human rights reporting, and Responsible Business activities, in addition to other important issues.

Creating jobs for youth-at-risk

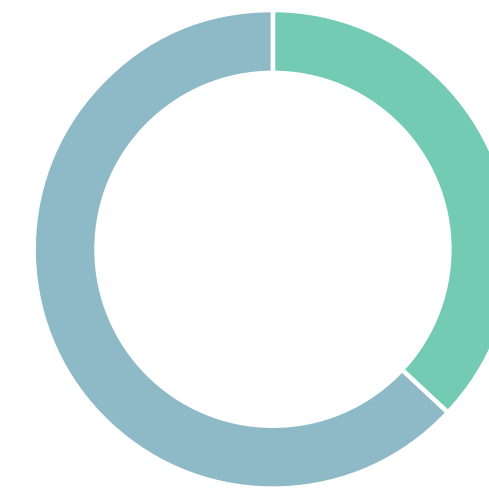
Reducing youth unemployment is a global responsibility. According to the ILO, currently 73 million young people are currently unemployed around the world and are at risk of seeing their labor market opportunities and outcomes deteriorate over the longer-term.

RHG understands that it has a role to play in addressing the issue of unemployment by offering easy training and access to employment for vulnerable youth. Wherever business permitted, we created job opportunities for underprivileged youth. In 2022, our hotels welcomed 787 participants in various trainee and apprentice programs.

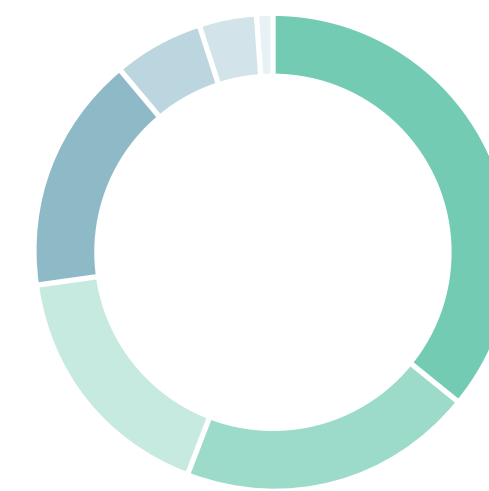
Yes I Can!



TEAM MEMBERS BY AGE	
Below 24	15%
Between 25 - 30	21%
Between 31 - 40	32%
Between 41 - 50	19%
Between 51 - 60	10%
Between 61 - 65	2%
Above 65	1%



TEAM MEMBERS BY GENDER	
Female	37%
Male	63%
Non-binary	0%



TEAM MEMBERS BY SENIORITY	
Below 1 Y	36%
Between 1 - 2 Y	20%
Between 3 - 5 Y	17%
Between 6 - 10 Y	16%
Between 11 - 15 Y	6%
Between 16 - 25 Y	4%
Above 26 Y	1%



Employment and Employability

Hospitality Unite

In response to the conflict in Ukraine, the hospitality industry united with the shared goal to support refugees by providing them with employment opportunities in receiving countries.

Driven by RHG, together with other leading hospitality brands and in collaboration with the Sustainable Hospitality Alliance and the recruitment platform Harri, Hospitality Unite was launched as a centralized space for hotel brands to post job opportunities. Hospitality Unite is a simple online system for refugees to apply and interview for roles while in transit or looking to leave Ukraine.

The website is available in both Ukrainian and English and is shared with refugees via disaster relief agencies as well as Ukrainian and other local media outlets.

The ultimate ambition is to roll out this platform across the globe and support people who are forcibly displaced worldwide because of other conflicts and situations.

The Alliance's Resource Hub

Over the past year, RHG has been working with the Sustainable Hospitality Alliance to share experiences, learnings, and best practices to support current and future refugee crises. Learnings have been collected from all member companies and a [resource hub](#) has been created which aims to provide links to job opportunities for people fleeing conflict as well as access to training resources to enable refugees to re-skill themselves for jobs in the industry. RHG's

careers page is visible on the site and aims to provide additional support by offering hospitality trainings as well as other best practice sharing amongst members.

Youth employment program

As a member of the Sustainable Hospitality Alliance, RHG aims to work with local non-profit partners to create opportunities of scale for young people through the Youth Employment Program. The program has a global scope to enhance the employability of underprivileged young people, ensuring hotels can make a real difference to the lives of its graduates and their families.

The Youth Employment Program is designed to support young people at risk of exploitation, including those living without parental care, survivors of human trafficking, and refugees. It also offers new opportunities to young people with disabilities or those from a vulnerable background, such as those who have dropped out of school or who lack the financial means to complete their education.

The program operates with a flexible delivery model which empowers disadvantaged youth and equips them with key skills for their future career and life. The classroom sessions include core employability skills training. The practical skills training focuses on giving hands-on departmental experience.

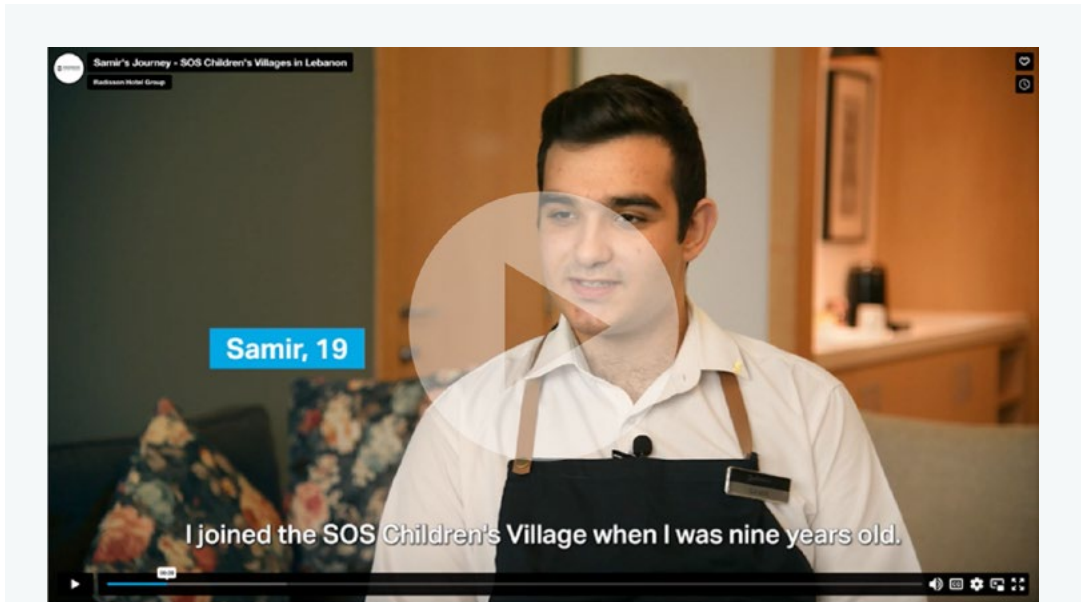
The aim of the program is for graduates to gain employment – either with RHG or other companies – or for them to continue their education. After

graduation, trainees are assisted with finding jobs in the industry.

Select hotels in Nigeria, Lebanon, and Kenya are actively taking part in the Youth Employment Program in partnership with NGOs like SOS Children's Villages, Project Enable Africa, and World Vision.

Youth development in Nigeria

In Nigeria, RHG properties partnered with Project Enable and participated in the Youth Employment Program supporting people with disabilities. Meshach Okoye, Food & Beverage team member at Radisson Hotel, Lagos Ikeja in Nigeria was one of the program participants. He gained many skills ranging from life skills, to digital skills and communication skills. He is now employed as a part-time team member. The flexible program is designed to empower participants such as Meshach and equips them with key skills for their future professional and personal life.



Combating youth unemployment in Lebanon

Radisson Blu Hotel, Beirut Verdun ran the self-managed Youth Employment Program in partnership with SOS Children's Villages Lebanon. The partners signed a mutual agreement to foster the empowerment and employability of youth from the local SOS Children's Village. The hotel welcomed nine students during the summer and provided them with coaching and training in various operational departments.

This initiative provided the students with life and work skills by giving them the opportunity to experience the working week in a real business environment. It also promoted their social integration by helping them transition confidently into adulthood. One of the students was hired as a service agent at reception.

Culture and Engagement

RHG has aligned our culture to create a guest-centric experience, which successfully delivers our Every Moment Matters brand promise to guests, owners and talent.

Our Culture Beliefs empower all team members to ensure a consistent experience for every guest at every property and workplace. Believing in our brand promise means that we seize every moment as an opportunity to serve, improve, innovate, have fun, make an impression, go above and beyond, learn, stretch and grow.

Our Culture Beliefs

Company culture is a very powerful asset. When team members agree with our beliefs and truly care about them, they will feel engaged and motivated to perform at their very best. RHG has identified the following shared beliefs which serve as the foundation of our shared culture:

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

Talent recognition

At RHG, we seek to achieve our vision of becoming the company of choice for our guests, owners, and talent. We are a people-oriented company, which is the core of what hospitality stands for, aligned with the Every Moment Matters brand promise. In light of this, we are celebrating the Every Moment Matters (EMM) Awards annually across all regions and countries. The EMM Awards are peer-to-peer recognition awards, in which all hotels and offices participate by nominating their colleagues for how they live up to our culture beliefs.

Apart from celebrating the awards locally in every hotel and office across the globe, a global celebration was hosted by our CEO, announcing seven global winners virtually. This way we reinforce our Culture Beliefs uniting us in a common virtual event to recognize our people, the most important asset that we have.

Yes I Can!

We award our team members that serve with a real Yes I Can! spirit by giving them a Yes I Can! pin. Additionally, we celebrate our annual Seniority Awards to recognize team members that have been with us for five, 10, 15, 20 years and so on. We award team members with an anniversary diamond pin per lustrum and the number of diamonds increases depending on the years they’ve spent at RHG.



Culture and Engagement

Connect

RHG stimulates opportunities for team members to connect in various ways with leaders and colleagues.

Virtual Coffee with leaders

This informal online get-together is where team members can engage with leaders in a relaxed environment. In 2022, we accomplished three virtual coffees gatherings with an average participation of 20 attendees.

Wellbeing

Special mindfulness and wellbeing sessions which can help foster a better work-life balance.

Radisson Travels

A way for our global properties to showcase their destinations, presented by our local team of experts, resulting in 13 Radisson Travels videos. New destination videos include Split in Croatia, Aarhus in Denmark, Cape Town in South Africa and Guwahati in India.

Moment Makers

Our team members are Moment Makers. They go the extra mile at work or in their communities. In 2022, nine team members across our global community were recognized as Moment Maker.

Pioneers

Our Pioneers give visibility to our female talent, showcasing team members who have done something for the first time or pioneered the way forward. In 2022, eight team members across our global community were recognized as Pioneer.

Radisson Voices

This internal podcast format is focused on what makes hospitality special.

Radisson Listens

Team member engagement is the key ingredient to deliver memorable moments to our guests and to achieve our business goals. As we continue to focus on the evolution of our culture, it's important for us to understand how our talent around the world feels about working at RHG. We are a people business, diverse, inclusive, and we are about the wellbeing and engagement of all the team members in all countries that we do business in. We want to make sure that they are all fulfilled by their jobs and can fulfil their ambition within our company.

The annual engagement survey is anonymous with answers collected and analyzed by an independent company. Data can be compared with the performance of similar hotels, the country or region or the entire brand. The data will show where the hotel meets or exceeds team members' expectations and which areas need more attention. Following the publication of results, hotels should put a specific action plan in place to maximize the benefit of identified strengths and improve performance in weak areas.

Radisson Listens came back to RHG this year with very positive results. We saw strong participation, with 87% of our team members globally responding to the survey. This represents a participation rate above that of best-in-class companies. Our overall team member engagement score is 82% globally, a very high score, which is 14 points above the norm of the Global Leisure and Hospitality industry.

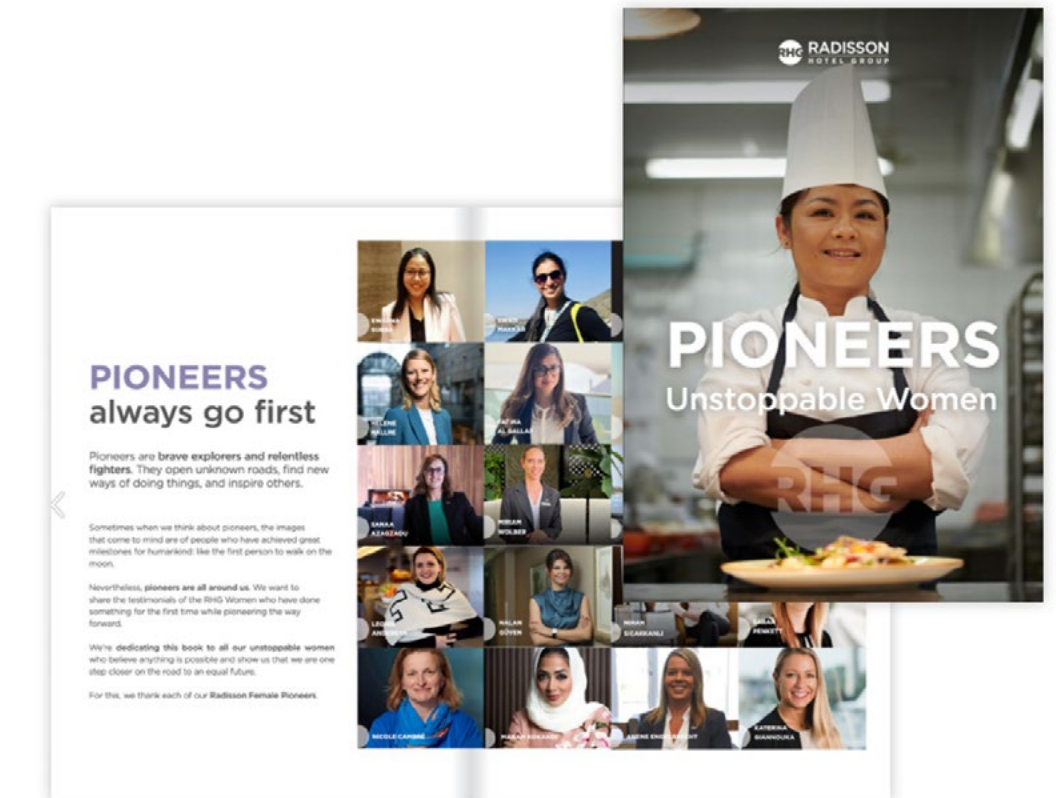
Radisson Flex

In 2022, we continued our hybrid work model, Radisson Flex, that helps shift our people-centric ethos towards even greater flexibility, autonomy, trust, collaboration and connectivity as we strive to achieve our company's goals.

Radisson Flex offers all our Corporate and Area team members more individual choice about when, where and how they work. They will continue to enjoy the social engagement and collaboration of an office environment. But, supported and connected by innovative technology, they can also work remotely to suit their personal preferences. This flexibility helps every individual to find the right personal balance, powering their performance to achieve the best results.

New Mental Health Awareness Program

RHG places a focus on mental health awareness and wellbeing. Our UK team is leading by example with a couple of implemented measures on mental health and wellbeing. The team created a policy and launched a mental health awareness program, certifying 25 mental health first aiders across the area supporting all team members, offering support with various workshops for these new roles. Also, the team relaunched our team member assistance program including Help @ Hand, which provides access to a range of additional support services related to mental health and wellbeing.



Talent Acquisition

In today's competitive market for top talent, investing in building a reputation as a credible employer and a great workplace is critical to remaining competitive by increasing a business's market potential and growth opportunities.

Employer value proposition

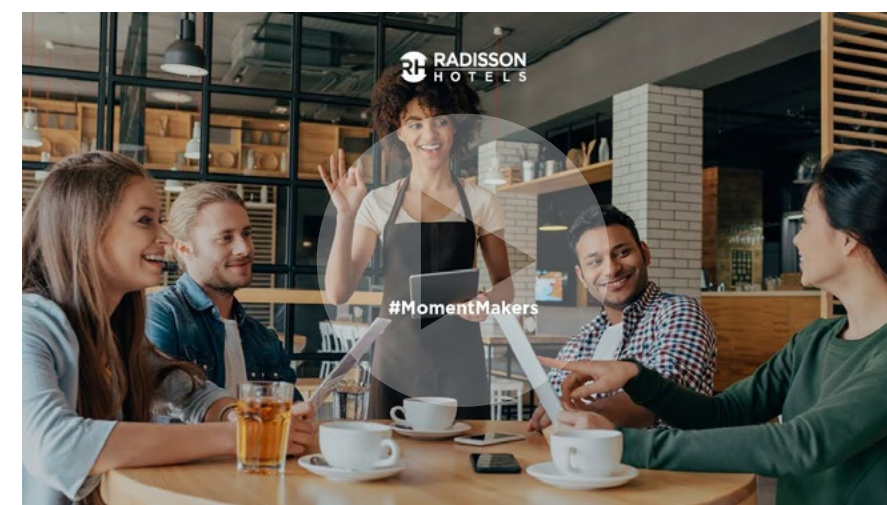
The Covid-19 pandemic forever changed the workplace structure, particularly in our industry, which translated into an increased need for more flexibility. People are at the core of our business success and future, and we have revised our employer value proposition to reaffirm that promise and to meet the shifting workforce expectations to find the right balance of rewards and benefits.

In 2022, we launched a hiring campaign to communicate our revamped employer value proposition. This campaign proved to be an effective tool for building purpose and generating interest in young people to join the world of hospitality.

Building a presence on professional social networks has been one of the most effective tools for spreading awareness about our brand as a leading employer and has allowed us to tackle the global talent shortage and the national labor market dynamics. Social media has also enabled us to improve our candidates'

recruitment experience by providing them with substantial information on what it's like to work at RHG and help potential candidates make informed choices. Furthermore, it has served as a platform to amplify the voices of our ambassadors through storytelling.

Building our brand as an employer through multiple campaigns has helped us to reinforce our position in the minds of top candidates in hospitality. It also led to increased opportunities for engagement and recognition for our Group.



Talent Acquisition

Effective recruitment

A series of innovations were introduced to help RHG with essential recruitment. Engaging video job adverts, easily filmed on a mobile phone, help bring the roles on offer to life, and our new, simplified written advertisements highlight the benefits of the role to candidates. Video interviews makes the application process quick and easy. Recruitment open day events speed up the interview process, while the recruitment toolkit, recruitment cards, and Radisson Referral Program help our teams locate and engage the right new talent.

In addition, the existing platform in Europe, Middle East, and Africa, RHG's applicant tracking system was launched in Asia Pacific as a valuable recruitment tool and is now utilized by 61 hotels and offices across the region.

Attract tomorrows talent

RHG wants to attract and retain young talent. Accordingly, RHG set up a challenge as part of the Young Talent Awards to acknowledge the best student initiatives and attract the future generation of hospitality professionals. We asked participants to propose suggestions on how RHG could engage with new candidates looking to start their career in hospitality, and the winning team was awarded a 6-months internship at RHG.


EM Cup

RHG participated in the European Mise en Place Cup (EMCup) in 2022 as part of the business jury. Under the theme of 'Intrapreneurship - the salvation of our hospitality DNA,' a collective of 29 schools worldwide joined the competition. Together, we were able to create a conversation about what the future of hospitality holds, which skills will be more relevant to our industry, and what will be valuable to our people.

Team member benefits

All global team members are eligible for special benefits. These include special rates for team members and their friends and families while staying in our hotels, discounts on Food and Beverage and other hotel services, as well as reduced prices on a range of items provided by the procurement Department. Team members enjoy a wide variety of development offers to support their growth and development, including Radisson Academy training courses on offer. Focusing on the health and safety of our team members, 69% of our hotels are offering health check ups for team members.

 **3,861**
job vacancies

 **87**
average applicants per vacancy

 **47%**
of visits to the corporate website are to the main Careers section

 **69%**
of hotels offer health check ups for team members



Talent Management

At RHG, we recognize that developing our teams is critical for business success. To unlock the potential within our teams, it is essential that we make a commitment to delivering a consistent cycle of performance management, development, and feedback.

Workday, the leading human capital management platform, is used by RHG to support the Performance and Development cycle along with other core HR elements, on-boarding, Learning and Development and basic compensation.

These reviews and discussions target driving business objectives alongside helping team members progress towards individual development goals. We are committed to offering a range of opportunities for team members from all levels and specialties across the business, building engaging and impactful development plans bespoke to their needs. Managers are driven to identify their key talent.

Leadership and Talent Foundations

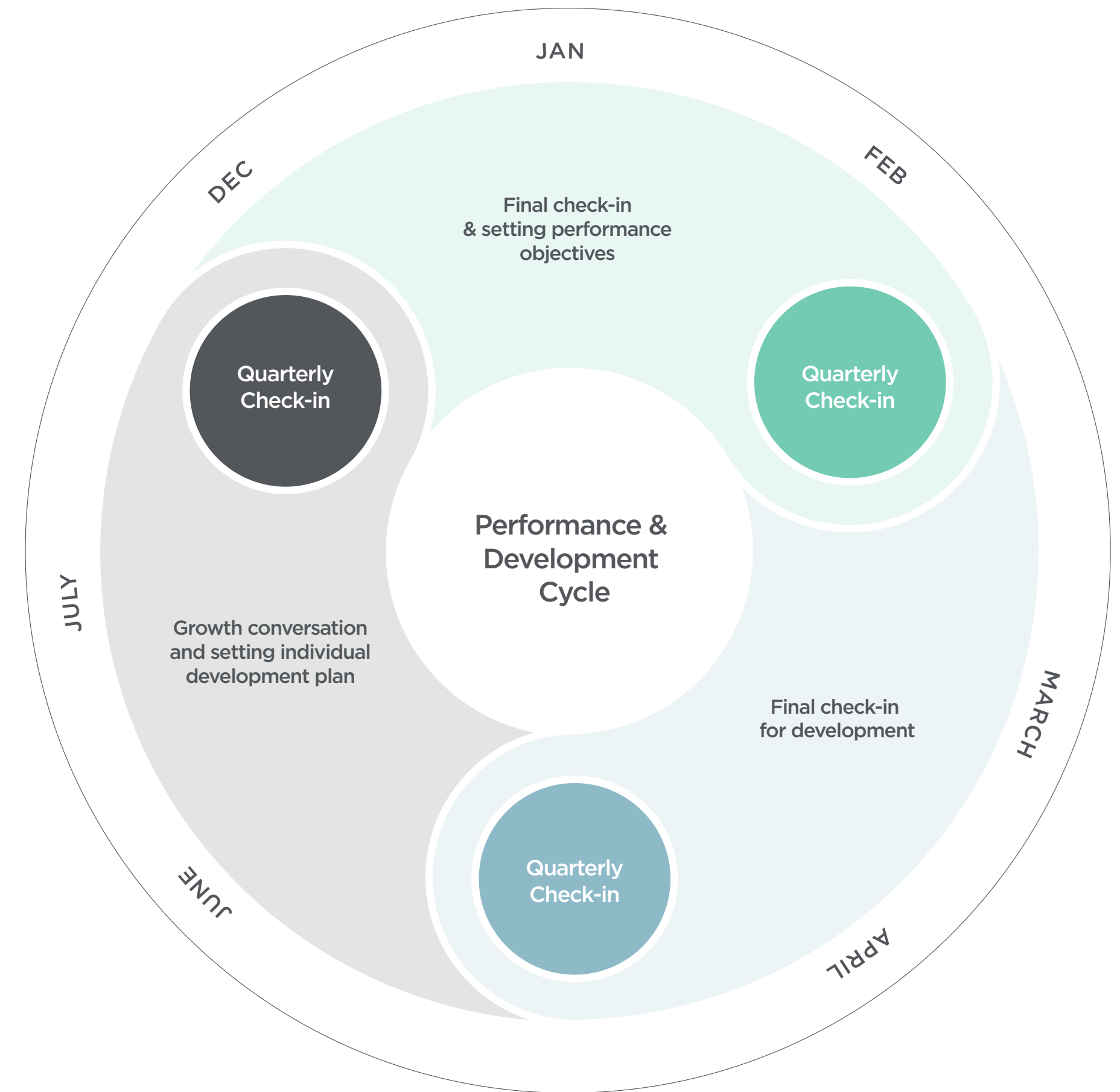
The RHG's Leadership & Talent Foundations set the stage for how we want our team members to perform their work and have been developed to ensure we have consistent performance standards across the globe. Additionally, they give us one common language and a balanced approach to measuring performance and bringing our culture beliefs to life.

Foundations cards and game

To support managers with the development and growth conversations with our team members, we launched the Leadership Foundation cards. The cards facilitates the development conversations in a gamified approach, based on our Foundations. Additionally, an online game was developed with the same purpose.

FOUNDATIONS

LEAD / THINK / OWN / COLLABORATE / DELIVER



Talent Management

RHG is truly passionate about people. People are at the core of everything we stand for – and what hospitality is all about. We stay true to our culture belief, 'We grow talent, talent grows us'.

We strive to create truly memorable moments for everyone, every day, everywhere, every time. Our signature “Yes I Can!” service ethos continues to powerfully inform how we welcome and care for our guests. Our people-centric culture plays an important role in our business transformation, helping us to achieve our vision of becoming one of the top three hotel brands in the world and to make RHG the brand of choice for guests, owners and talent.

Our talent management strategy is focused on the identification and development of our own talent, creating meaningful career paths for team members to support the company's growth. For this, we also leverage technology. By having a clearly defined internal talent brokerage process, we ensure that open positions are offered to our own team members first,

supporting mobility and driving people's careers. Team member development is enhanced by various online and offline training programs available at Radisson Academy, as well as specially designed certifications and career acceleration programs. One of them is Accelerate – A fast track career development program that takes successfully nominated candidates on a leadership development journey to becoming a hotel General Manager in just 8 to 11 months.



People Development

Learning and Development lies at the heart of our people development and talent management strategy. As part of our 5-year strategic plan, it is a key element, helping to create a highly productive learning environment. RHG believes that learning offers a vital way to keep team members engaged and upskill them with new skills and competencies. Radisson Academy aims to equip all team members for success – helping them learn, stretch, grow and reach their full potential.



350K+

training completions in 2022



17X

increase in training completions since Radisson Academy launch in 2019



500+

virtual and face to face training sessions hosted



4.8/5

average course rating with 80% of our courses rated 5 stars



1M+

hours total available training hours on RAO and Typsy



4

external awards nominations for Radisson Academy



18.5

hours of training on average per team member



People Development

Radisson Academy Online

With Radisson Academy Online all hotel team members have access to personalized training content with role-based assignments for each job family. Learners can tag a colleague to recommend courses they find interesting, which helps in developing a learning culture via networking and peer-to-peer learning. Managers and hotel administrators can assign training to their teams and support their progress through training reports and dashboards. This brings leaders closer to team members and makes them an active part of talent development.

In 2022, RHG launched 38 new internally developed training courses covering topics such as Meeting & Events, Revenue Management, Radisson Rewards, Housekeeping, Food and Beverage and an extensive leadership training program targeting our Heads of Department.

Training completion per user has doubled since 2020. One of the factors attributed to this increase is the change in approach towards assigning courses. The initial 'push' strategy of mandatorily assigning courses to team members is now changed to a more 'pull' approach where team members are encouraged and recommended to attend courses. Radisson Academy learning offer has maintained an extremely high satisfaction score with a 4.8 out of 5 average rating.

Radisson Academy Live

Radisson Academy Live presents instructor-led training dedicated to Business and Leadership Development and offers a great opportunity for participants for networking, sharing their expertise, and discussing their experience. After a long break due to the pandemic, Radisson Academy Live was brought back in 2022 in two locations: Oslo and Istanbul. A total of 195 participants from 24 different countries had the opportunity to network in person and learn new skills. Training sessions covered topics such as Finance, Meeting and Events, Food and Beverage Profitability, Presentation and Storytelling, Resilience, Leadership, Priority Setting, Coaching and Interviewing.

Radisson Academy Virtual

Virtual Masterclasses became popular with the start of the pandemic, when due to traveling restrictions, Radisson Academy Live training sessions were no longer possible. Sessions facilitated by our internal experts are the most valuable and include topics such as critical thinking, emotional intelligence, negotiation, effective presentation skills or using excel in hospitality.

Radisson Academy Certifications

In 2022, we launched Radisson Academy Certifications, a series of training programs that help our teams to upskill functional and strategic capabilities that can accelerate their career. Participants can earn credentials and share the gained skillset externally through their social media profiles. Radisson Academy Certifications is integrated into our hi-potential development journeys and allows our talent to gain skills in business development, revenue management, training facilitation, strategic planning and operational tools.

Radisson Academy On-the-Job

On-the-job training is another integral part of Radisson Academy. Learning is based on the 70:20:10 model, which shows that people achieve 70% of their learnings from doing on-the-job through practice & assignments, 20% from developmental relationships, and 10% from coursework and training. Delivered on-property by the department on-the-job trainer, this method is highly effective to learn Standard Operating Procedures (SOPs), service flows, recipes and other processes.



People Development

Hospitality Fundamentals by Typsy

RHG has been partnering with Typsy, an education technology learning platform of choice in the global hospitality industry, since 2019. In 2022, Typsy has been integrated in the Radisson Academy ecosystem and allows all RHG team members to access Typsy's growing library of 1,500 bite-sized video lessons from the Radisson Academy Online platform.

Elevating Radisson Collection with EHL

Since 2021, RHG partners with EHL, the world's leading hospitality university, to establish a baseline understanding among all our team members on delivering exceptional service. We continued certifying 13 new Radisson Collection Ambassadors, who provide the cultural understanding and service excellence required to create an exceptional experience for guests.

Learning center in Kuwait

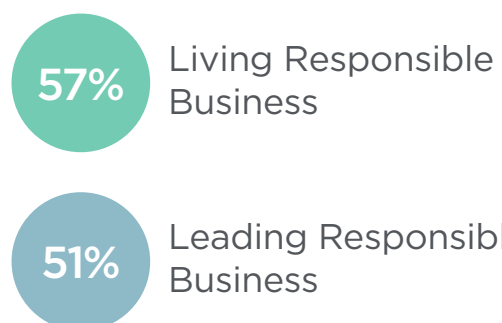
Radisson Blu Hotel, Kuwait created a learning and development center, where team members can gather, collaborate, and have an engaging learning environment. Online learning via Radisson Academy and Typsy has become a language everyone speaks and understands. The center has workstations, headphones, an interactive board for Zoom and Microsoft Teams applications, adequate PC configuration and the latest relevant learning and development collaterals to allow teams to learn anytime.

Global responsible business training

Our team members live Responsible Business every day – at home, with their hotel colleagues, and working in their local communities – striving to create a better future and a better planet for us all. Team engagement with Responsible Business starts with our global Responsible Business training program.

Living Responsible Business, available in 21 languages through classroom training with a gamified approach. It is designed for all hotel team members, covering topics such as ethics, equity, diversity and inclusion awareness, community support, eco-footprint reduction and sorting waste – as well as more sensitive issues, like tackling sex trafficking and forced labor. A network of 400+ Responsible Business trainers globally deliver on property workshops.

Leading Responsible Business is a comprehensive and interactive online learning module and simulation for our leaders in hotels and offices. The training covers eco-footprint reduction, youth employability, responsible recruitment and sourcing, promoting human rights and Radisson's partnership with SOS Children's Villages.





Equity, Diversity and Inclusion

“We’re many minds with one mindset.” RHG is committed to fostering a culture and workplace that celebrates equity, diversity and inclusion, ensuring equal opportunities for each and every one – whatever their gender, culture or background.

Our guests and our talent deserve a safe environment in which they are valued for who they are. Our workforce is driven by people from different backgrounds, with different personalities and points of view. We strive to create environments where everyone can express their authentic selves, seize opportunities, make decisions and collaborate.

As a global company operating in more than 95 countries and territories, diversity is part of our DNA. Our global workforce includes 146 nationalities - and fair gender representation.

We believe that Equity, Diversity and Inclusion is not only about establishing targets, numerical quotas or pleasant policies. It is at the forefront as the very heart of our culture. It is what our people feel when they join us, then live and breathe every day in our hotels and offices around the world.

Equity, diversity and inclusion Training

In 2022, we launched a specific training module on Equity, Diversity and Inclusion for heads of department. The practical workshop activity includes an introduction and self-assessment on unconscious bias and tackles ways to overcome these when hiring, managing and leading teams.

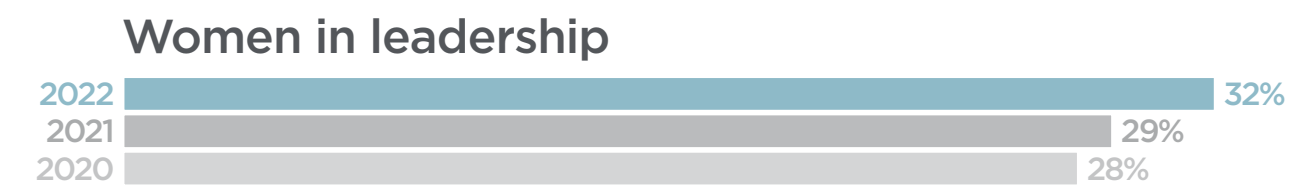
🌐 Accessibility for all

All hotels in the RHG portfolio are required to provide an environment which is accessible to everyone, regardless of their abilities. At the end of 2022, 5% of the rooms in all our hotels were accessible.

Equity, Diversity and Inclusion

Balanced leadership

RHG is committed to balanced leadership, which means facilitating the possibility for more women to take on leadership roles within the company. We strive to challenge existing thinking and aim to increase the representation of women in senior positions across all areas of the company.



RHG is committed to increase the number of women in leadership positions. Currently the leadership consists of 32% female leaders, including director-level and above at offices and from General Manager level at hotels. In some of our areas, these percentages are higher, like in Nordics and Baltics, where we currently have 38% of female General Managers.

Talent review meetings

RHG takes clear actions to prevent discrimination in professional development and also promotion processes. The increase in balanced leadership has been made possible through our recruitment process, which always ensures a gender-balanced number of applicants on the final shortlist for General Managers and Director and above positions. Furthermore, we annually assess our team members through talent review meetings, where we identify high potential and build career plans that have a clear gender focus aimed at developing inspiring and long-lasting journeys for our people.

Calibration of potential versus performance was conducted for over 7,000 team members in 2022, that led to creation of development plans and fostered internal moves. In 2022, we had two female leaders identified via the talent review meetings promoted to Regional Directors – the first female regional directors in the Group.

Compensation and Benefits

RHG Remuneration Policy has been defined with the aim of achieving a market positioning that attracts and retains the necessary talent and promotes behavior's that ensure long-term value generation and sustainability. As part of the pillars of this strategy, the company has the commitment to ensure internal equity and external competitiveness, and to ensure equal pay for men and women. In addition of being part of our values, RHG complies with any fair pay and gender pay gap reports where necessary.

Daycare for children at Lilla Nurserie

Radisson Blu Hotel Carré Eden from Marrakech can be a great example on how to improve your team member loyalty and make them feel integrated.

Their technical director Saana Azagzaou made the beautiful and warm design right at the heart of their common areas. Being a mom herself she made the design to look as soothing and natural as possible.

The project is a great way so team members can progress their careers, both men and women, with the benefit of having a quality daycare for their children, as it is run by a professional nurse and caretaker.

Inclusion at Madagascar

Although handicaps are a taboo in Madagascar, our hotels wanted to take a step forward by partnering with Orchidees Blanches, an NGO working for the development an inclusion of children with a mental handicap.

Two young adults joined the team early on this partnership, working as full-time members, successfully integrated with the team and working alongside their mentor.



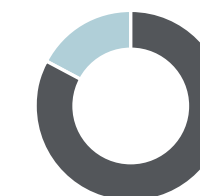
BOARD OF DIRECTORS	
Male	71%
Female	29%



EXECUTIVE LEADERSHIP	
Male	86%
Female	14%



CORPORATE OFFICE	
Male	48%
Female	52%



GENERAL MANAGERS	
Male	83%
Female	17%



HEADS OF DEPARTMENT	
Male	66%
Female	34%



Human Rights

RHG strives to conduct all business operations in a way that seeks to promote and enhance human rights within our sphere of influence. RHG abides by the UN Guiding Principles on Business and Human Rights for collective action, which are embedded in our policies and procedures. We are committed to raising awareness of human rights risks and to addressing risks that arise in the labor supply chain.

Key human rights and employment principles are reflected in two RHG policies which both complement our Code of Business Ethics and clarify the principles by which we live and work in our hotels and offices. These policies are:

- **Human Rights Policy:** covering our engagement with issues such as ethical business conduct, the protection of children's rights, combating human trafficking and the protection of our team members' rights.

- **Employment Principles:** covering RHG's promises to our team members. These include non-discrimination, freedom of association and the development of in-house talent.

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

Eliminating trafficking and modern slavery

RHG is committed to combating modern slavery and human trafficking by educating team members about the issues involved and encouraging our partners, stakeholders and the broader business community to take a stand against slavery and human trafficking.

We operate to high standards, advocating socially and environmentally sustainable business practices. Our aim is to address vulnerabilities in the hospitality industry, to combat and eliminate any form of modern slavery and to operate our business without slavery, sexual exploitation, the exploitation of children, or forced, bonded, or compulsory labor. As highlighted in our Supplier Code of Conduct, RHG is encouraging its partners, suppliers and the broader business community to take a stand against human trafficking and modern slavery.

For more detailed information, access our latest slavery and human trafficking statement [here](#).



Human Rights

Responsible recruitment and employment

Adults and children around the world remain victims of modern slavery. This problem is a reality, albeit one that many people today are unaware of. Hotel operations in numerous regions rely on the talent of migrant workers, hired as team members or contracted through employment agencies. Migrant workers are amongst the most vulnerable groups in the labor force, due to their immigration status.

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

These expectations are met within our company and in the practices of labor agencies and outsourced labor suppliers used by RHG. The industry principles regarding forced labor are imbedded in RHG's responsible recruitment and employment framework.

International Organization for Migration

As part of a multi-year partnership between International Organization for Migration (IOM), a United Nations agency, and the Sustainable Hospitality Alliance, RHG has been actively involved in projects to promote ethical recruitment and protect migrant workers in the hospitality industry. The partnership leverages the multi-stakeholder model of the IOM's IRIS: Ethical Recruitment initiative to promote regular pathways for migrant workers and protect them throughout the labor migration process.

RHG has been involved in the Aligning Lenses Towards Ethical Recruitment (ALTER) project, a collaboration with IOM Philippines, Blas F. Ople Policy Center, Diginex and the Sustainable Hospitality Alliance, funded by Global Fund to End Modern Slavery (GFEMS). Key outputs for hospitality employers include a digital labor migration process mapping tool and an ethical recruitment due diligence toolkit. The process included hotel assessments, worker interviews and recruitment agency consultations. Overall findings presented have been utilized to strengthen capacity building and remediation planning.

RHG's commitment to tackle forced and bonded labor in operations and the supply chain:



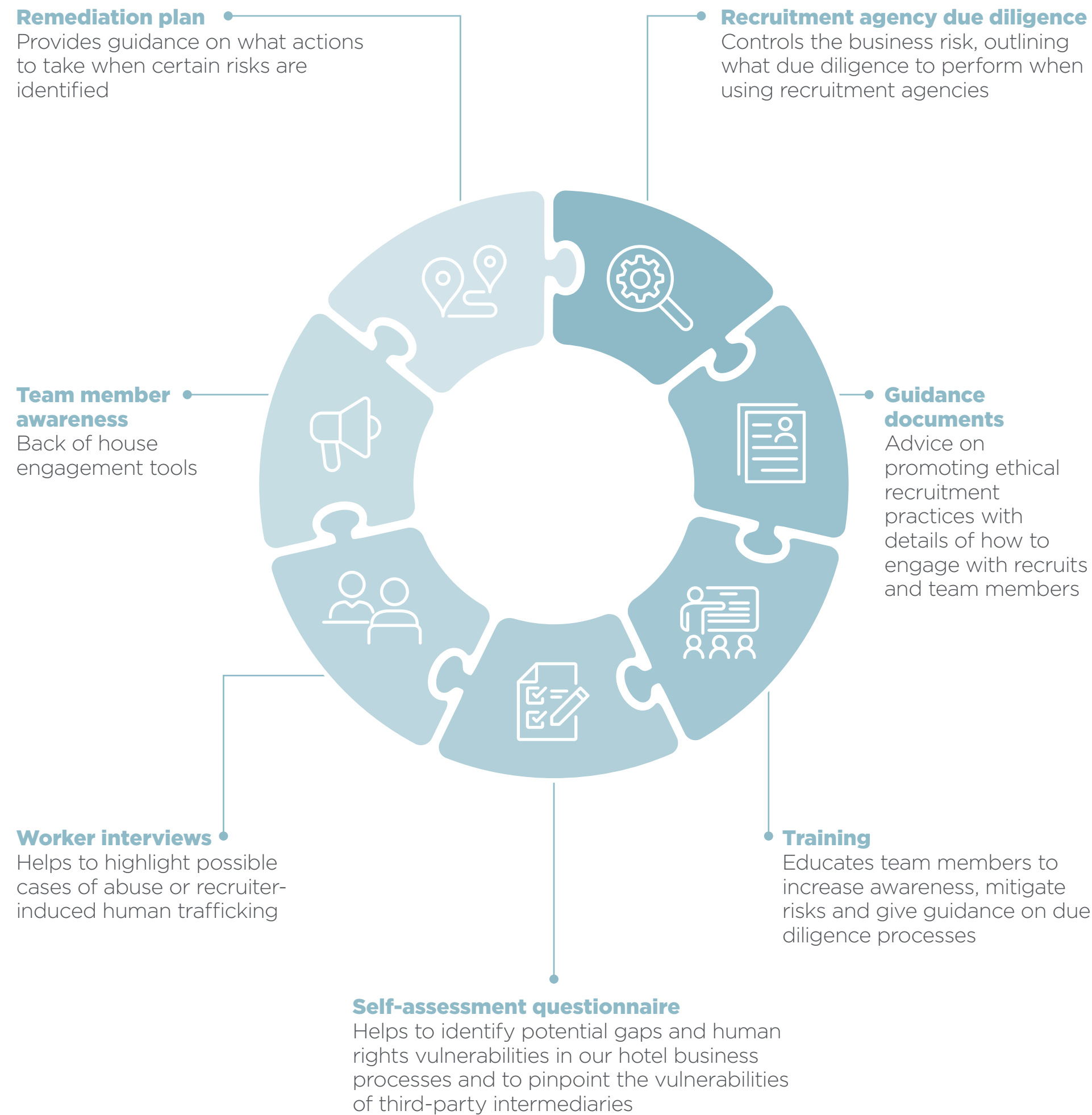
Human Rights

Toolkit to combat modern slavery

RHG developed a toolkit for responsible recruitment and employment, designed to combat modern slavery. It supports hotels to raise awareness of – and prevent – forced labor in the recruitment and employment process. The toolkit is available to all hotels, helping hotel management and HR teams in their endeavors to combat the problem. In 2022, 73% of our hotels actively used the toolkit. Our efforts are focused on protecting migrants and outsourced team members, which represents a significant part of the workforce in our hotels.

The Leading Responsible Business training for all head of departments and general managers contains a specific training module detailing how to use the toolkit. Additionally, RHG has also made available the Risks of Modern Slavery in Labor Sourcing training, designed to help human resources, procurement, and legal teams to identify and address the risks of modern slavery in hotel operations and the supply chain. Real-life case studies are used to underpin the training.

After a review by the UN International Organization of Migration - through the Sustainable Hospitality Alliance partnership - the toolkit was updated and relaunched, using the IOM recommendations.



ECPAT

Children throughout the world are at risk of trafficking and prostitution. They also face serious online dangers, including grooming, sextortion and the proliferation of child sexual abuse images.

RHG is committed to helping protect children-at-risk by working as a proud partner of ECPAT. ECPAT is the leading policy organization striving to end the commercial sexual exploitation of children by promoting awareness, advocacy, policy and legislation. ECPAT works at all levels – supporting shelters for survivors; training and law enforcement; influencing governments and conducting a wide range of research. ECPAT provides a wealth of resources aimed at helping the hospitality industry and hotel team members prevent trafficking.

RHG joined ECPAT's Tourism Child-Protection Code of Conduct ([The Code](#)), the world's only voluntary set of business principles that can be implemented by travel companies to prevent sexual exploitation and trafficking of children. The Code is a joint venture between the tourism private sector and ECPAT, providing awareness, tools and support to the travel and hospitality industry.

One of our core actions in support of the Code is to ensure all team members 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 and encourages discussion amongst participants.



Business Ethics and Compliance

All interactions within RHG, with our team members, partners, stakeholders and local communities are based on the highest principles of business ethics. RHG is signatory of the United Nations Global Compact since 2009, which provides companies with 10 principles on Human Rights, Labor, Environment and Anti-Corruption. Our commitment to ethical excellence is the groups heartbeat.

Code of business ethics

Our [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

The Code of Business Ethics addresses the topics of conflict of interest, fraud, money laundering and facilitation of tax evasion, anti-trust and anti-competitive practices, corruption and bribery and corruption.

Business Ethics and Compliance

Ethics hotline

A key element of business ethics at RHG is the business ethics whistleblowing policy. Any team member with concerns or questions about the Code is encouraged to raise these directly with their supervisor, human resources department or person of trust in the hotel or regional organization.

Infringements of laws or the Code, as well as matter pertaining to a team member's rights, obligations or working conditions, are to be reported to their supervisor. If the persons to whom the team member reports an ethical problem or questionable practice are not responsive or if there is reason to believe that reporting to the persons indicated above is inappropriate in a particular case, the team member can report the matter of concern using the business ethics hotline. In no event will any action be taken against the team member for reporting, in good faith, ethical problems or information on questionable practices. The business ethics hotline is available online, on ethics.radissonhotels.com. Any specific complaint launched on the ethics hotline will be investigated by the ethics leadership group. This process is steered by RHG's internal audit.

The platform, EthicsPoint, is independently operated by a third-party organization, Navex Global. Team members can use the site to find information on our Code of Business Ethics and report concerns anonymously, except where local law restricts the company from accepting anonymous reports. Investigations are conducted in a timely and sensitive manner. The site is available in 11 languages.

Ethics training

Our Code of Business Ethics applies to every person who works for RHG, and every one of our companies. The Code is distributed to all team members digitally via the HR planning system Workday or

through the team member handbook. It is also included in our internal procedures' manual. All team members are trained in the Code of Business Ethics, its implications and reporting processes. Training occurs in the onboarding and the classroom-based Living Responsible Business training. Additional training was completed in 2022 to familiarize team member with the latest updates to the Code.

Compliance certificate

Additionally, designated team members are required to submit the compliance certificate annually. This includes the CEO and the executive leadership team, area vice presidents, district directors, regional directors, general managers and financial controllers. Key responsibilities for these team members include:

- Lead by example and maintain promote and act in accordance with the Code in my daily work
- Ensure that the Code is alive with my team
- Ensure that I am familiar with the Code, since my team members may come to me for advice and guidance on certain issued listed thereunder
- Identify compliance risks and make the appropriate decisions regarding issues relevant to my area of responsibility

Anti-corruption

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

Anti-bribery compliance

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

- Making anti-bribery part of our Code of Business Ethics
- Training of team members
- Inserting anti-bribery and anti-corruption related provisions in partner contracts
- Confirming compliance by all team members in management positions once every year

No cases of corruption were reported through our Ethics hotline in 2022.

Data privacy

The General Data Protection Regulation (GDPR) is a legal framework that sets guidelines for the collection and processing of personal information from individuals. RHG works to comply with the GDPR. And, further to previous data handling publications, our Hotel Data Handling Policy and Administrative Office Data Handling Policy have been created to explain the GDPR's essential information requirements.

The GDPR includes a requirement to inform all individuals – including all team members – about the processing of their personal data, providing them with specific information about these processing activities. RHG has a privacy policy which is available to all team members in GDPR-regulated regions.

The EU GDPR has a significant effect on all businesses that process data from EU citizens. Its impact on the hospitality industry is apparent every day. Guests trust our hotels and team members with their personal data. So it is vital that we respect and preserve that trust. Our RHG GDPR training – designed for hotel team members and supervisors – uses typical hotel situations to explain the dos and don'ts, so our team members learn how to apply EU GDPR regulations in reservations, front office and Food and Beverage.

Safety and Security

As the world continues to re-open and we see a return of demand for both business and leisure travel, we must remain vigilant about keeping people safe. It is essential that our hotels – and the wider industry – have a common plan in place to ensure the safety and security of guests, team members and business partners. Our guests want to be welcomed in hotels that ‘always care’; where their safety and security are always a top priority.

Our company program for Safety and Security is used by all our offices and hotel brands to protect our guests, team members, properties and reputation.



Safety and Security

TRIC=S

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

TRIC=S stands for:

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

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

The TRIC=S framework focuses on five cornerstones:

The Fire Safety cornerstone focuses on the prevention or reduction the risk of fire at hotel properties by having equipment, procedures and regular training in place. It also ensures fire prevention is taken into consideration when renovating or refurbishing hotels.

The Guest and Team member Safety cornerstones work to limit the risk of any guest or team member becoming injured or ill while staying at, or working in, our hotels.

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

Data and Cyber Security are essential for the protection of personal data and the IT infrastructure of hotels, the offices and the central systems of our performant IT backbone.

Fire safety focuses on all required investments and equipment to comply with local laws, combined with the regular practice and awareness on fire, prevention, containment and evacuation



Safehotels

As first major international hotel group, RHG has been partnering with Safehotels since 2015. Safehotels is recognized by hotel and travel industry associations, UNISDR and a major insurance company and certifies hotels against their own, independent 'Global Hotel Security Standard'. Recently Safehotels has teamed up with the leading travel security provider, International SOS, and all Safehotels certified properties will be integrated into their hotel property database which they share with their corporate clients.

The Safehotels certificate allows RHG to add external validation to its industry-leading safety and security program and to create additional value for guests, team members and investors. The yearly Safehotels audit validates nearly 270 criteria, including security equipment, team awareness and training, fire security, crisis management and first aid response. It is increasingly being endorsed and embraced by global clients. At the end of 2022, 141 RHG properties worldwide had gained Safehotels certification.

Safety and Security

Radisson Hotels Safety Protocol

One of our highest priorities is the health, safety and security of our guests, team members and business partners. COVID-19 has fundamentally changed the way we live, meet and work. In response to the global COVID-19 pandemic, we and a team of experts have augmented our existing health and safety processes and developed the Radisson Hotels Safety Protocol. This in-depth cleanliness, disinfection and prevention protocol was created in partnership with SGS and is designed to ensure your safety and peace of mind from check-in to check-out. As the world has opened up and countries apply a variation of prevention measures, the Radisson Hotels Safety Protocol maintains essential practices whilst offering compliance with each of those local environments.

RHG properties are practicing disinfection and cleaning procedures to ensure guest rooms, public spaces and meeting and event areas meet the highest standards of cleanliness and safety.

Resorts

At our properties, we are focused on providing the time, space and place for an unforgettable vacation at any one of our resorts and leisure destinations worldwide. To help ensure guests enjoy peace of mind on their next escape, RHG defined a specific version of the Radisson Hotels Safety Protocol for resorts, which includes specific protocols for kids' clubs, sports and spa activities.

Cleaning and disinfection

RHG's enhanced cleaning and disinfection guidelines have been developed in collaboration with Diversey, a global hygiene solutions provider. The standards provide best-in-class cleaning and hygiene solutions with reinforced protocols and patented health care grade products. Hotels that have been validated by SGS during their certification for the Radisson Hotels Safety Protocol generally use hospital- grade cleaning products. Additionally, properties have been advised to follow enhanced cleaning and disinfection procedures in all areas of the hotel and with an increased focus on frequent touch points.

SGS

RHG has partnered with SGS, the world's leading inspection, verification, testing and certification company, to ensure that new cleaning protocols meet local requirements and are consistently implemented everywhere. Under this program, individual hotels that comply receive the Radisson Hotels Safety Protocol stamp and/or an official label of cleanliness and disinfection.

Radisson hotels safety protocol training

RHG launched the Radisson Hotels Safety Protocol at the start of the pandemic. It contained a 20-step protocol for operations and 10-step protocol for Meetings and Events – in addition to our existing health and safety procedures. A detailed training program was also developed in Radisson Academy Online to support team members in the correct implementation of all protocol steps.



Safety and Security

Crisis management, communication and continuity

RHG applies a global incident and crisis management process to effectively respond to incidents, prevent events from escalating and rapidly mobilize resources to manage any crisis. Our crisis management process follows the internationally recognized hierarchy of responsibilities on the following levels:

- 'Gold' strategic level
- 'Silver' tactical support level
- 'Bronze' operational level

The concept allows for a flexible response determined by the scope, severity, and scale of incident. It allows for a rapid assessment and escalation of an incident. Trainings and desktop exercises are carried out regularly. The company-wide response framework is supported by in-depth procedures for specific subject matters such as Data, Cyber and IT security.

Data and cyber security awareness training

Like many industries, hospitality is increasingly dependent on digitization and mobile transactions. There have been numerous highly publicized incidents of hacking and data breaches around the world. Our cyber security experts also follow the TRIC=S formula to determine the threat, mitigate the risks and prepare for possible incidents or disruption.

This includes requiring all team members who have access to our networks, to yearly complete an online training in the secure use of equipment as well as in safe storage and sharing of information.

Safe Travels Guidelines with WTTC

Since 2020, RHG endorses the World Travel and Tourism (WTTC)'s "Safe Travels" protocols, the industry's global hospitality framework to provide consistency to destinations and countries as well as guidance to travel providers, operators and travelers, about the new approach to health and hygiene in the post COVID-19 world. RHG played a leading role in the development of the "Safe Travels" guidelines which are currently recognized by over 400 destinations.

OSAC Hotel and Lodging Sector Committee

RHG is a founding member of the US State Department's Overseas Security Advisory Council (OSAC) Hotel and Lodging Sector Committee (HLSC), formerly called the Hotel Security Working Group. The committee exchanges information on potential and emerging threats, conducts joint training sessions and enables members to share information and good practices. RHG Global SVP Sustainability, Security and Corporate Communications served as the chair of the Hotel and Lodging Sector Committee until November 2022.





Think Community



€1.1M

donated to charity by RHG corporate offices and hotels



Global Partner

SOS Children's Villages is our charity partner



21,500

team member volunteering hours



29,000

people provided with safe drinking water for life

Community Engagement

Part of our pathway to net positive hospitality is to create shared value in the communities in which we operate. RHG is passionate about creating relationships that are beneficial to global and local communities.

RHG's hotels, offices, and teams work to help communities around the globe. While supporting our local communities, our hotels also maintain their efforts to connect social and environmental sustainability. We aim to create shared value by providing human necessities such as food, shelter, water, sanitation, and hygiene, by creating employment opportunities for better futures, and by fostering a healthier planet for all.

Community partnerships are the drivers that create shared value and sustainable success. RHG nurtures important partnerships with SOS Children's Villages and other charitable partners by supporting local communities through cash and in-kind donation initiatives.

RHG's commitment to global water health is reflected through its initiatives like the Towel Reuse and Green Housekeeping programs in support of Just a Drop, a respected international charity that works to bring safe drinking water to water stressed communities.

In hotels themselves, we are enabling better futures for vulnerable youth, marginalized groups, and persons with disabilities through various programs that deliver employability and life skills. In addition, our teams around the world are initiating and supporting a variety of disaster relief initiatives.



€1.1M

cash and in-kind donations



€8.02

donations per available room



€601k

volunteer time equivalent*

* Based on Independent Sector Value of Volunteer Time calculator



Partnership with SOS Children's Villages

SOS Children's Villages is the world's largest non-governmental organization focused on supporting children and young people without parental care or at risk of losing it in more than 130 countries and territories.

RHG has successfully partnered with SOS Children's Villages since 2018 to support their work which ensures that children and young people in their programs grow up with the love, respect, and support they need to become their strongest selves. The organization focuses on strengthening families to prevent family separation, providing alternative care, as well as education, medical and emergency relief efforts. SOS Children's Villages is the primary caregiver to approximately 70,000 children and young people, and they reach more than 400,000 young people, and adults through their support to families.

Partnership shaped on a local level

RHG encourages hotel teams to establish relationships with local SOS Children's Villages offices and support the upbringing and education of children to ensure that no child grows up alone. This can be done by providing financial support and through working together to create uplifting experiences, such as internships and work-training programs, for children and young people supported by SOS Children's Villages. This gives them the opportunity to learn about the hospitality business and helps them to prepare for their future careers.



Rewards members' support

RHG's partnership with SOS Children's Villages is supported by the Group's Radisson Rewards loyalty program. Members can donate their Radisson Rewards points to help the charity's vital work. The points are then used to provide children with everything they need to grow up and become their strongest selves, such as access to education and a supportive family. There is no limit to the number of points a member can donate.

4.6M

Radisson Rewards points donated

€600K+

donations to SOS Children's Villages since start of partnership



Partnership in Action

Local partnership activities with SOS Children's Villages created shared value in multiple ways. Throughout the year, offices and hotels globally supported SOS Children's Villages with a number of initiatives. Below you can find some examples of what we did together in 2022.

Training and swimming

In partnership with SOS Children's Villages Indonesia, Radisson Medan implemented several programs, including training in basic operations practices. One young person who joined this program is now part of the permanent team.

Additionally, the hotel opened up their swimming pool for children who are supported by SOS Children's Villages Indonesia. Once a week, eight children with two adults came to enjoy the pool and practice their swimming skills. Children were also thought about hydroponic plants and the importance of protecting the flora and fauna.

Celebrating Diwali

Team members from our corporate office in India and Radisson Blu Faridabad partnered with SOS Children's Villages India to deliver a memorable Diwali to the children. The teams celebrated the festival

of lights with a symbolic 'Tree of life' at the SOS Children's Village and wishes from the kids were fulfilled by giving out gifts, mainly goodies and boxes of food.

Cape Town's learning and development center

Our team members in Cape Town have partnered with SOS Children's Village Cape Town and embarked on a long-term project to fund and assist in creating a new, modern learning and development center in the local SOS Children's Village. The center was opened on Mandela Day as a great opportunity to give back to the community. Extensive maintenance and renovation work took place, including the painting of rooms, repairing window frames, installing software licenses, and repairing the ceilings. Today, talks and lessons are held in the center. The teams continue to support SOS Children's Villages locally to improve the livelihood of these local children.



Swimming
©SOS Children's Villages



Opening Cape Town's learning and development center



Celebrating Diwali
©Richard Miller, SOS Children's Villages

Food. Shelter. Future

RHG partners with organizations that work to support the community and environment. The Group's ambition is to provide food, shelter, and a better future for children and at-risk youth. Additionally, RHG is focused on giving back to the community with environmental volunteering. Our teams donate their time and effort to support numerous initiatives designed to have a positive impact on local areas.

Community Action Month

In 2022, RHG celebrated Community Action Month around the world for the 19th consecutive year. This initiative always brings together hotel and corporate office teams – and our guests – from across the globe to contribute to local communities by investing time, care, and effort.

The overall theme of Food, Shelter, and Future was tailored for teams to address the specific problems and needs in their local communities and take positive action to show that RHG truly cares. This included donation drives for specific needs such as food donations for a local pantry, linens for nearby shelters, and furniture like conference chairs for schools. Many hotels worked towards a better future by organizing blood donations in partnership with the Red Cross.

Operation Smile in Madagascar

Our three hotel properties in Madagascar are proud partners with Operation Smile, one of the largest non-profit organizations providing free reconstructive surgeries to children with untreated cleft conditions. The hotel team members have volunteered to help and support Operation Smile Madagascar's surgical mission by organizing reoccurring blood donations, preparing meals for patients and their families and by organizing reoccurring fund-raising gala dinners for the renovation of the children's surgery ward. The latest fundraiser raised €33,500, helping Operation Smile with logistics and accommodation for the surgeons and medical volunteers.

Cash for kids 90's show party

Radio Clyde's host and DJ George Bowie, in partnership with our hotel Radisson RED Glasgow threw a 90's classics club show party at the hotel's sky bar to raise money for Cash for Kids. Cash for Kids is a grant-giving charity that helps disadvantaged children and young people affected by poverty, abuse, neglect, life-limiting illness, and those who have additional needs.

A total amount of €8,000 was raised through ticket sales which the hotel then doubled, resulting in a total of €16,000. The money was used to support 400 disadvantaged local children with €40 grants for essentials we take for granted like food, clothing, and heating.

Making a difference in Fiji

The Radisson Blu Resort Fiji Denarau Island is not only an environmental leader with their 'Earth Check' certification and the largest roof mounted solar system in the Southern Hemisphere. The team is proactively supporting its community with initiatives such as the 'Adopt a School Program'. The dedicated team has not only rolled out libraries and computer laboratories to 28 local schools, but is also taking on many one-off projects, donating art supplies, musical instruments, clothing, toiletries or food to local hospitals or children's homes such as the Nadi Hospital and Children's homes such as Saint Mina and Loloma Home.



Fiji Adopt a School program



Operation Smile Madagascar

Disaster Relief

RHG team members remain committed to making a difference by initiating or supporting a variety of disaster relief initiatives. Hospitality is all about taking care of people and our team members have worked to give back to their local communities during these challenging times.

Accommodating SOS Children's Villages

With the disruption of its operations in Ukraine, SOS Children's Villages launched an emergency program to support children and families in SOS Children's Villages programs, as well as the many thousands of children and families affected. RHG hotels in Ukraine and neighbouring countries have helped team members and refuged children and families supported by SOS Children's Villages by providing complementary accommodation and meeting facilities.

Safe accommodations

Our Ukraine hotels have been supporting our local team members and those who have fled the country, doing their best to help all those in need and make them feel at home during this time. Together with the many different hotels from neighbouring and Western European countries, RHG has provided multiple team members and families safe places to stay, as well as temporary accommodation solutions for those who have fled the country.

Furthermore, supported by our HR business partners, we have been able to relocate impacted team members to other jobs within our hotel network. Hotels from neighbouring countries have also supported Ukrainian refugees throughout the application process.

Food for Kyiv

Team members of Radisson Blu Hotel Kyiv have been preparing daily meals during their free time for local people in need, delivering around 200 meals daily. The initiative is in partnership with a local supermarket which provides the hotel with all the necessary ingredients to make these meals for free.



Water, Sanitation and Hygiene

Imagine not having enough water to drink, cook or wash. That is the reality for nearly two-thirds of the world's population who face water shortages for at least one month every year, according to the United Nations. RHG supports local communities who live in water scarce areas around the world by providing safe drinking water, sanitation, and hygiene.

Just A Drop partnership

RHG's commitment to water stewardship and community engagement is reflected in its long-lasting partnership with Just a Drop, an international water aid that works to bring sustainable and safe water, sanitation, and hygiene projects to water-stressed communities.

Just a Drop receives funds from RHG's towel reuse and green housekeeping programs. Every time a guest chooses to forego housekeeping services or to reuse their towel for a second night, participating hotels donate to Just a Drop projects, such as digging wells, installing pumps, and implementing sanitation.

The guest engagement initiatives have funded more than 20 sustainable projects in India, Kenya, Nicaragua, Peru, Uganda, and Zambia, all of which are designed to provide long-term benefits to ensure people have clean water for decades to come, to improve health conditions, and to create job opportunities.

Each towel reused saves approximately 15 liters of water and each time housekeeping service is foregone, 45 liters of water are saved. Since the start of the initiatives, the total savings are approximately 38 Olympic swimming pools worth of water.



14 million

towels reused since 2015



29,000

people supported with clean drinking water



22

projects

Sanitary water project in India

The latest project RHG funded was to implement a new toilet block and water tank at the Paravour School in the Villupuram district in Southern India. Just a Drop provided the school with a completely new sanitary toilet block which includes separate facilities for girls and boys. This allows the school to expand by an additional 400 children. The project involved the local community throughout the whole process by using local materials and providing jobs, supporting the social sustainability focus of the project.

Soap for Hope

Over 59 RHG hotels around the world participate in Soap for Hope™ or a similar initiative. Developed by our global supplier and partner Diversey, Soap for Hope™ is a soap recycling project that takes leftover soap from our hotels and recycles it into new and sanitized bars of soap. These new bars of soap can then be sold for income or are donated to those in need.



Sanitary water project in India



Soap re-purposing with Soap for Hope at Park Inn by Radisson Clark

Think Planet

Committed to science-based net-zero by **2050**



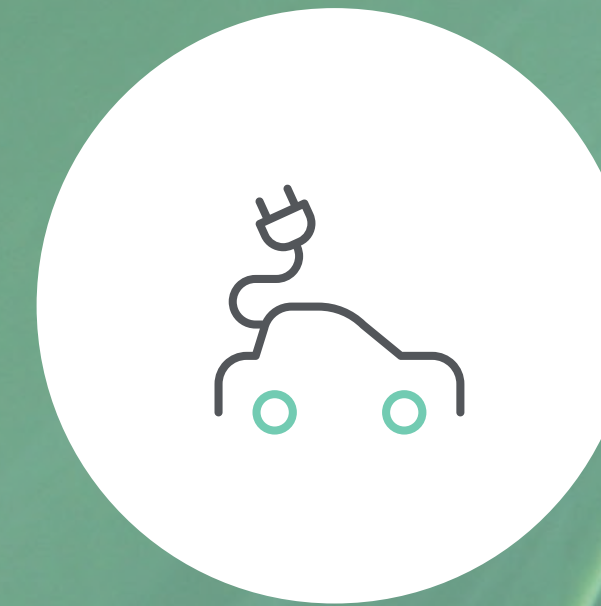
67

hotels use 100% renewable electricity



226

hotels are eco-labelled



705

electric car-charging stations



18%

carbon reduction per square meter since 2019



21%

water footprint reduction per occupied room since 2021



31%

waste diverted from landfill



100%

carbon neutral Radisson Meetings



37

hotels with green building certification

Net Zero Commitment with Science Based Targets

Since 1989, RHG has been building on its long heritage as a leading Responsible Business and is strengthening its sustainability performance with a commitment to the net positive pathway for hospitality.

RHG has published approved science-based targets and has taken significant steps to define its Paris-aligned emissions trajectory to becoming Net-Zero by 2050. By signing the Glasgow Declaration, the Group is continuing this call to action and building on its existing strategic sustainability initiatives and commitments.

The Group's priority remains to operate its worldwide hotel portfolio sustainably with the lowest possible carbon, energy, water, and waste footprint in operations as well as in the wider value chain. This can be achieved by close cooperation with hotel teams, property owners, builders, and architects. We actively strive to use smart technologies to accomplish our decarbonization strategy, limit our energy and water usage, and work closely with suppliers, team members, and guests to reduce waste and increase circular models.

Net-zero task force

To accelerate the decarbonization strategy, RHG has setup a net-zero task force, who have quarterly strategic meetings to set priorities, discuss progress and validate the development of tools and resources for the various decarbonization impact levers. The task force includes team members of finance, legal, technical services, franchised services, operations, brands, procurement, food and beverage and Responsible Business.

Science based targets

In 2022, RHG received confirmation and validation of its near-term Science Based Targets (SBTs) aligned with its commitment to be Net-Zero by 2050. Authentication was provided by the Science Based Targets initiative (SBTi), a partnership between experts of CDP (Carbon Disclosure Project), the United Nations Global Compact, World Resources Institute, and the WWF, which drives ambitious climate action in business.

RHG will be establishing science-based net-zero targets in line with the SBTi Net-Zero Standard and joined both the Business Ambition for 1.5°C campaign and the UNFCCC Race to Zero. By joining these campaigns, RHG is amongst the top companies in the world who have aligned with the COP climate goals and set their carbon reduction targets according to science.



RHG commits to reduce absolute scope 1 and 2 GHG emissions 46.2% by 2030 from a 2019 base year. RHG also commits to reduce absolute scope 3 GHG emissions from fuel and energy related activities and franchises 27.5% within the same timeframe.

Decarbonization impact levers



Carbon Footprint

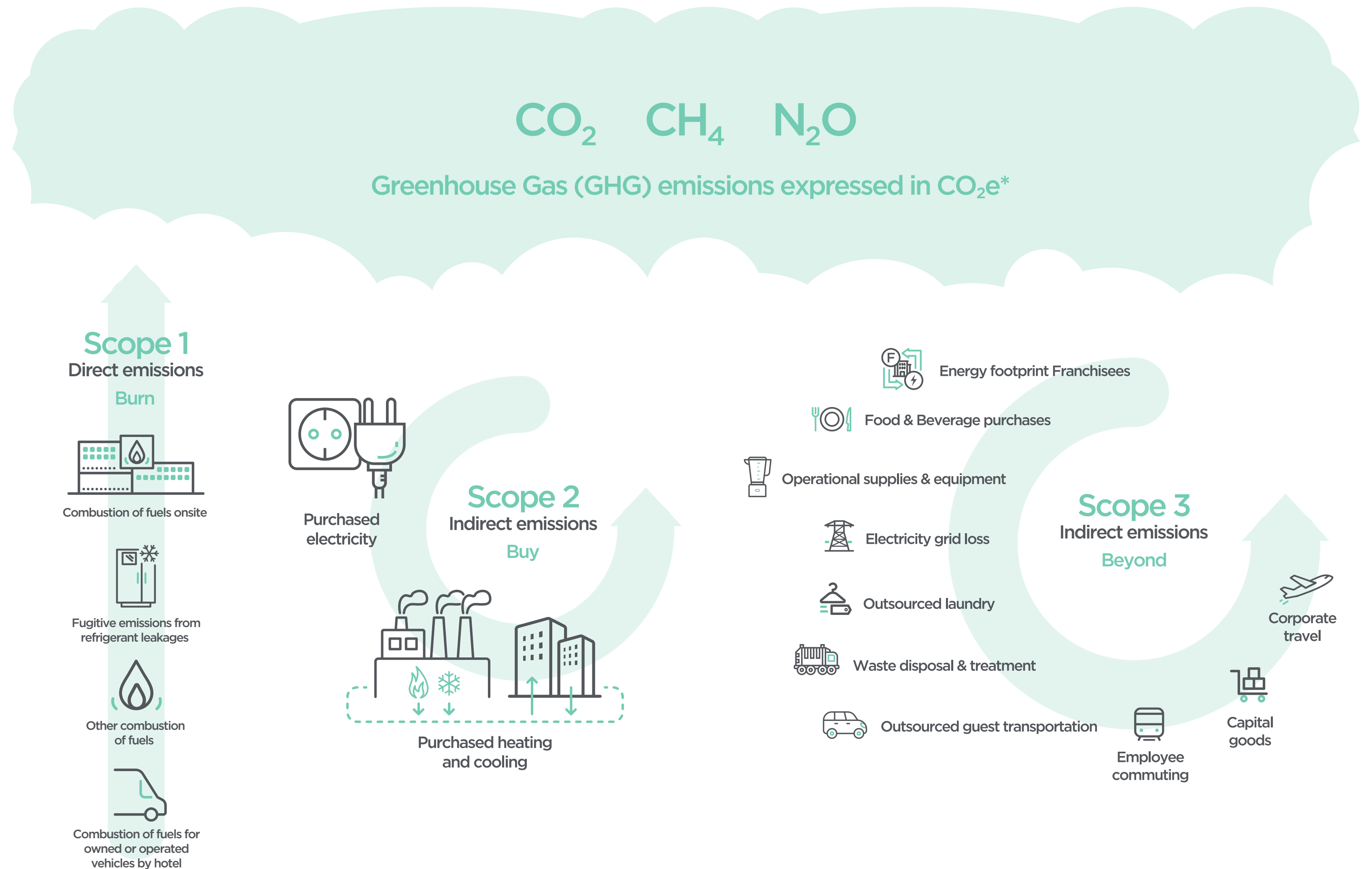
Carbon footprint

RHG analyzes its carbon dioxide equivalent (CO₂e) emissions in line with the GHG protocol. We report our carbon footprint using the market-based approach grouped into scopes, including the energy footprint of our franchised portfolio.

Our scope 1 and 2 emissions result of our leased and managed portfolio, primarily from energy consumption. Scope-3 emissions result from indirect emissions of our supply chain, including the energy footprint of our franchised hotel portfolio. For a detailed overview of RHG's carbon footprint progress, access the carbon footprint performance table [here](#).

Net-zero hospitality

RHG is committed to tackling climate change and to keeping the increase of global warming below 1.5°C. RHG's decarbonization strategy is a key part of its net-zero transformation. As part of this strategic road map, we focus on key impact levers to reduce GHG emissions for scope 1, scope 2, and scope 3 emissions.



* Currently SF4 and PFC are not considered in the scope of CO₂e calculation, and HFCs could be part of the boundary if refrigerants are included.

Carbon Footprint

RHG Carbon footprint

The direct emissions (Scope-1) from RHG's carbon footprint represent 10% of total emissions. Indirect emissions, including Scope-2, account for 30% of emissions, while Scope-3 represents 60% of total emissions from our activities. Within scope 3, the largest elements include the franchised hotel operations and purchased goods and services.

In 2022, our carbon footprint per square meter was 79 kg of CO₂e, 18% lower than in 2019. Our total Scope-1 and Scope-2 carbon footprint amounted to 612,763 tons of CO₂e, a reduction of 7% compared to 2019.

Hotel Carbon Footprint Measurement

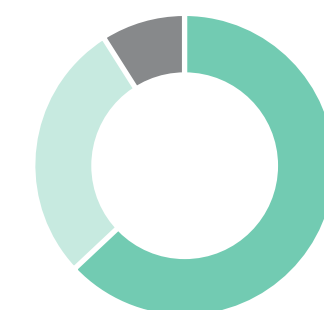
The Hotel Carbon Measurement Initiative (HCMI) is a methodological tool that enables hotels to measure and report on carbon emissions in a consistent way. The methodology applies a number of aspects of the GHG Protocol Standards. It was developed by the Sustainable Hospitality Alliance and the World Travel & Tourism Council in partnership with RHG and other global hotel companies. HCMI can be used by any hotel anywhere in the world. The methodology has subsequently been updated in 2016 and 2022. The latest HCMI methodology was used to calculate the group's carbon footprint.

HCMI includes all energy used 'on site' and emissions from refrigerants. It also includes, if applicable, carbon emissions from outsourced operations e.g. laundry.

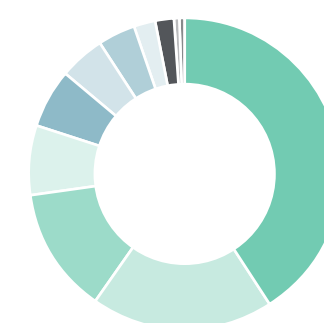
Green Key International has made the HCMI tool publicly available in English and Chinese with the support of RHG.

Cornell Hotel Sustainability Benchmark

The Cornell Hotel Sustainability Benchmarking Index (CHSB) is an industry-led global data collection and benchmarking initiative amassing data on energy, water, and carbon emissions from more than 20,000 hotels. Participants include major hotel brands, operators, and owners from all parts of the world. RHG has used part of the annual CHSB index since 2021. This has helped us benchmark our hotels' performance against our peers and provides us with the vital, aggregated datasets to monitor progress. Additionally, RHG is participating in the CHSB advisory group.



RHG CO ₂ e FOOTPRINT	
Scope 1	10%
Scope 2	30%
Scope 3	60%



SCOPE 3 EMISSIONS	
Franchises	41%
Fuel and energy related activities	18.9%
Food and Beverage	13.1%
Operating Supplies and Equipment	7.2%
Waste generated in operations	6.1%
Outsourced Laundry	4.6%
Employee commuting	4%
Capital goods	2.1%
Upstream transportation and distribution	1.9%
Waste water treatment	0.6%
Business travel	0.5%

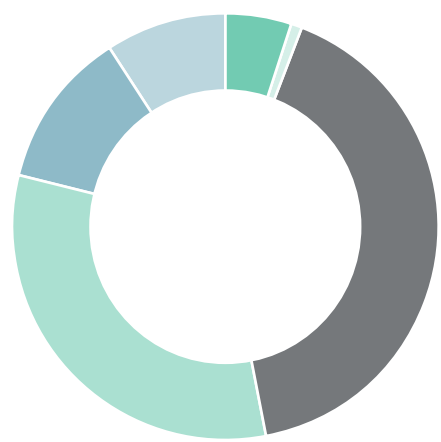


Energy Footprint

RHG actively monitors its energy performance and creates enablers for energy efficiency in buildings, renewable electricity sourcing and production and the transformation to electrification. RHG’s strategy includes a commitment to provide stakeholders with guidance, tools, and resources across the entire portfolio.

RHG Energy footprint

In 2022, our absolute energy footprint was 1,895 GWh. Our energy intensity was 125 kWh per occupied room and 243 kWh per square meter, which represents a 2% reduction in energy use compared to 2019.



ENERGY MIX		
Renewable electricity purchased		5%
Renewable electricity produced		1%
Non-renewable electricity purchased		41%
Natural gas		32%
District heating		12%
Other		9%

Renewable energy

Our goal is to have a positive impact on climate change by reducing our dependency on fossil fuels. RHG is undergoing an energy transition by working to implement renewable electricity solutions that achieve the greatest carbon reduction. We aim to reduce our carbon footprint by pursuing a renewable energy sourcing strategy which will increase the amount of renewable electricity we purchase.

The Group developed a strategic approach for those 22 markets with the largest number of RHG properties, representing 66% of the total energy volume for leased and managed hotels. Deliverables as part of this strategy include procurement and owner playbooks which help teams in the Renewable Energy sourcing space. Wherever feasible, we encourage hotels to install systems to generate renewable energy onsite. Other renewable energy options include Green Tariffs, PPAs, and EACs

In 2022, 67 of our hotels operated on 100% renewable electricity. Of the leased hotels, 76% are on renewable electricity and target is to have 100% on renewable energy by end 2023. On average, 6% of the energy mix we use comes from renewable sources.

Energy efficient equipment

To help us meet our carbon reduction targets, we are working to build on past experience and best practices and greatly expand the scope of our sustainability efforts.

All our new hotel designs and new build constructions feature energy efficient MEP (Mechanical Electrical Plumbing) technology. We are also investing in retrofits for existing properties to increase our energy efficiency while improving guest comfort, safety, and security. This includes lighting, heating, ventilation, air-conditioning (HAVC) systems, and other equipment improvements which can also increase profit margins through associated energy savings.

Our overall focus is to be smart about energy consumption, drive best practice, and adopt innovations. We optimize the performance of our heating, ventilation, and air-conditioning HVAC systems through the hotels’ Building Management Systems. We adopt innovative technologies, such as smart thermostats and easy-to-implement energy saving tools which provide a quick return on investment. These include motion and daylight sensors, thermal insulation on heating and cooling pipes, and replaceable HVAC filters.



Energy Footprint

We own our energy

With energy costs rising globally, incorporating efficiency basics into our properties will not only reduce the carbon footprint of each hotel, but will also reduce each hotel's monthly energy costs. Creating good team habits is an essential part of this approach. As part of our Hotel Sustainability Basics commitment, we are educating our teams on how a small change in habits can make a big impact.

RHG's preventive maintenance program ensures a guest experience free of negative surprises while generating significant savings. Preventive maintenance tasks include the regular cleaning of air vents and filters, plumbing, water supply inspections, and electrical checks.

In 2022, we launched the "Own your energy" campaign, promoting energy efficiency basics through active engagement. Team members are asked to take a habit changing pledge and to own their efficient energy use. During the campaign, team members become more energy conscientious by using the full capacity of each equipment, by giving out only one key card to a guest, and by switching off appliances and lights when not in use. The ongoing communications strategy helps team members develop good energy-use habits.



* a 200-room hotel in Germany could save up to **75 Tons of CO2e** per year if team members put all seven actions in place.



100% Carbon Neutral Meetings

RHG's global initiative to offset the carbon footprint of every meeting and event held in any of its hotels worldwide automatically has a significant positive impact on the environment.

Since the launch of our 100% Carbon Neutral Meetings initiative in 2019, the program has offset 61,800 tons of CO₂e, the equivalent of taking 13,300* petrol driven cars off the road, in partnership with First Climate and Carbon Footprint Ltd. This is done at zero cost to the client. The carbon footprint of each meeting is calculated using HCMI methodology.

RHG offsets carbon emissions by supporting projects that help reverse climate change and promote positive sustainable development. Selected projects are natural climate solutions which are Gold Standard or Verified Carbon Standard certified, linked to the fulfillment of UN Sustainable Development Goals.

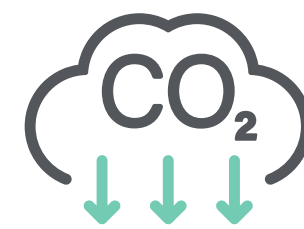
Rewards members' offsetting

Our Radisson Rewards loyalty guests are able to offset their carbon footprint by using their Radisson Rewards loyalty points. Members can also donate their Radisson Rewards points to compensate their stay. The points are used to support the rainforest community project in Peru by tackling deforestation and providing a sustainably generated income. The project has brought together hundreds of local families and small-scale concession holders who harvest Brazil nuts in the Peruvian Amazon. There is no limit to the number of points a member can donate.

* The US Environmental Protection Agency

Carbon Negative, Planet Positive

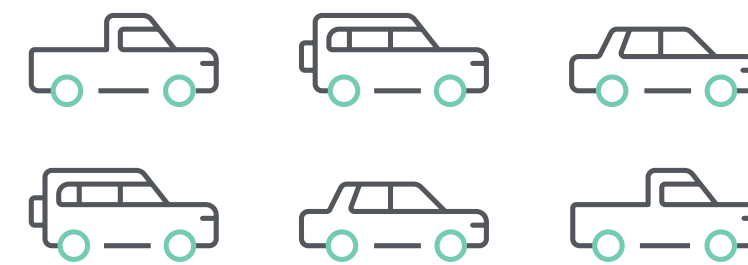
As part of a campaign that ran for several months, RHG doubled the carbon compensation for participating hotels across Europe, Middle East, and Africa, to ensure all meetings had a double positive environmental impact by making all meetings and events carbon negative.



61,800
tons of CO₂ offset



13,300
cars off the road



5,100
tons of CO₂e double compensated

1M
Radisson Rewards points donated to offset guest travel footprints



Carbon Offsetting Projects

Since the launch of our 100% Carbon Neutral Meetings program in 2019, RHG has supported 17 environmental and social projects worldwide. These initiatives include the installation of biogas plants in less developed areas of India and China to generate thermal energy from manure and kitchen waste as well as cleaner cooking stoves and water treatment systems in Kenya, in addition to a sustainable Brazil nut harvesting initiative in Peru that provides income for the local community, and wind farm projects in Turkey, India, and the USA that have generated new supplies of clean electricity.

South Africa: Longyuan Mulilo De Aar Wind Project

A wind farm has been installed in the Pixley Ka Seme district, 30 km northeast of Longyuan Mulilo De Aar Wind Energy facility which has served as the main developer of this project. The project was installed to supply wind-generated electricity to the grid of South Africa. Consisting of 96 wind turbines and their infrastructure, with a capacity of 144MW, the project has achieved a total GHG reduction of 60,000 t CO₂e.

Zambia: Safe water project

The goal is to bring safe water to the rural population of Zambia as less than 50% of the population has access to safe water. This was achieved by installing borehole handpumps that bring clean water from aquifers. The project also oversaw the rehabilitation and maintenance of these safe water sources, trained the community in WASH (Water, Sanitation and Hygiene) practices, and provided them with the tools to maintain these sources for the future.

Borneo: Rimba Raya Reserve project promotes biodiversity

The 64,000-hectare Rimba Raya Reserve in Borneo is dedicated to the preservation of many endangered species, including the extinction-threatened Bornean Orangutan. Its sustainable forest management is the first REDD project to have earned a Triple Gold Validation under the CCB Standard for its sustainable forest management endeavors. To date, the Rimba Raya Reserve project has financially supported 13 local community initiatives, including a water filtration scheme and a shrimp aquaculture co-operative.

Vietnam: Dak Nong Hydropower Project

Developing renewable energy sources with the vast natural resources available within the country is crucial for Vietnam. These sources are at the core of the hydropower project located at the Dak Nong Province. The project involves the installation of two cascades with a capacity of 144MW along the Dong Nai River, which is expected to generate 636,900MWh of clean energy per year. Moreover, the project doesn't rely on weather or rainy seasons as it uses a dam which makes the project reliable and constant, and eliminates the need for fossil fuel powered generators so the power supply can be controlled, which in turn, prevents it from creating an energy surplus.

China: Green field wind farm

The Huaneng Tongliao Kezuozhongqi Haorigetu Wind Farm Project located near the city of Tongliao in China's Inner Mongolia Autonomous Region is a new green field

wind farm. Annually, it will generate almost 700GWh of clean electricity which will be fed into the North China Power Grid. This sustainable power source will replace fossil-fuel-produced-electricity to meet the energy needs of roughly 180,000 people.

Bangladesh: Improved Cooking Stoves in

New and improved cooking stoves are being installed in various locations in Bangladesh, particularly in households and small-medium enterprises. The project improves the homes' energy efficiency as the stoves have more heat retention and only transfer the heat between the pot and the stove, decreasing the potential risk for health problems. Furthermore, the direct results are visible through an improvement in living standards in addition to benefitting the environment by decreasing the resulting air pollution.

India: Sonawade Small Hydro Power Project

A small Hydro Power has been built near Sonawade and Chandoli, India, to generate hydro power and eliminate the use of fossil fuels provided by the Newne Region Grid. This project saves around 17,000 t CO₂e per year and has no negative impact on the environment as it has been constructed on existing water bodies.



Water Footprint

Water security has never been more urgent. Rising global population numbers, inadequate infrastructure, and climate change are increasing water scarcity, especially in low-income countries.

The management of water as a limited and valuable resource poses major sustainable development challenges. The benefits of better water management are good for business, people, and the planet.

RHG is focused on ensuring that water use is equitable throughout the communities in which we operate. Our water stewardship efforts include limiting the use of water through technological improvements in our rooms and operations

RHG's water footprint and water stress

Around 40% of all the water used by RHG properties is consumed in high or extremely high water-stressed areas. These are places where water is scarce, of poor quality, or not easy to access. We are continuing our efforts to reduce water consumption with the installation of water-saving technologies, water-smart landscaping, the use of gray water and rainwater where possible, and the education of both team members and guests. Across the portfolio, our water footprint per occupied room reduced to 800 liters in 2022.

Water initiatives

Specific actions are designed to help hotels reduce their water consumption further. The action plan and toolkit provides solutions for technical plants, guest rooms, kitchens, pools, and landscaping. Hotels install water saving technologies in areas where water consumption is high, and guest engagement initiatives such as the towel reuse and green housekeeping programs focus on collective action.



845,000m³

of gray water collected and re-used

159,000m³

of rainwater is collected and used

Hotel Water Footprint Measurement

Together with other members of the Sustainable Hospitality Alliance, RHG has developed a methodology to measure and report water consumption in a consistent manner across the whole hotel industry. The Hotel Water Measurement Initiative (HWMI) methodology enables every hotel to measure and report on the water footprint of any individual hotel stay, meeting, or event.

The tool allows RHG to measure and compare water usage by using the same consistent methodology as other hotel companies. HWMI generates common observations about water usage in the tourism and travel industry. RHG funded the setup of the online HWMI tool on Green Key International's website, which is available for use by any hotel in the world in English and Chinese.

Water from air in Delhi Airport

The production of drinking water from humidity in the air (AWG) is one of the most important and innovative water extraction solutions available today, used to tackle the growing problem of depleting levels of drinking water in the world. The Radisson Blu Plaza Delhi Airport is using this water-from-air technology in the Meeting and Events area, saving water, providing guests and team members with fresh mineralized drinking water. The annual cost savings with this technology for the hotel are estimated at € 3,500.



Sustainable Buildings

With up to 75% of today's buildings, including hotels, expected to be still in use by 2050, the hospitality industry must prioritize sustainable standards for new builds and retrofitting existing hotels at scale to meet net-zero targets. RHG is committed to reducing the carbon, energy, and water footprints of new builds, conversions, and refurbishments.

RHG uses eco-modelling tools to create a business case for sustainable buildings, particularly in emerging markets, through close cooperation with property owners, investors, builders, and architects.

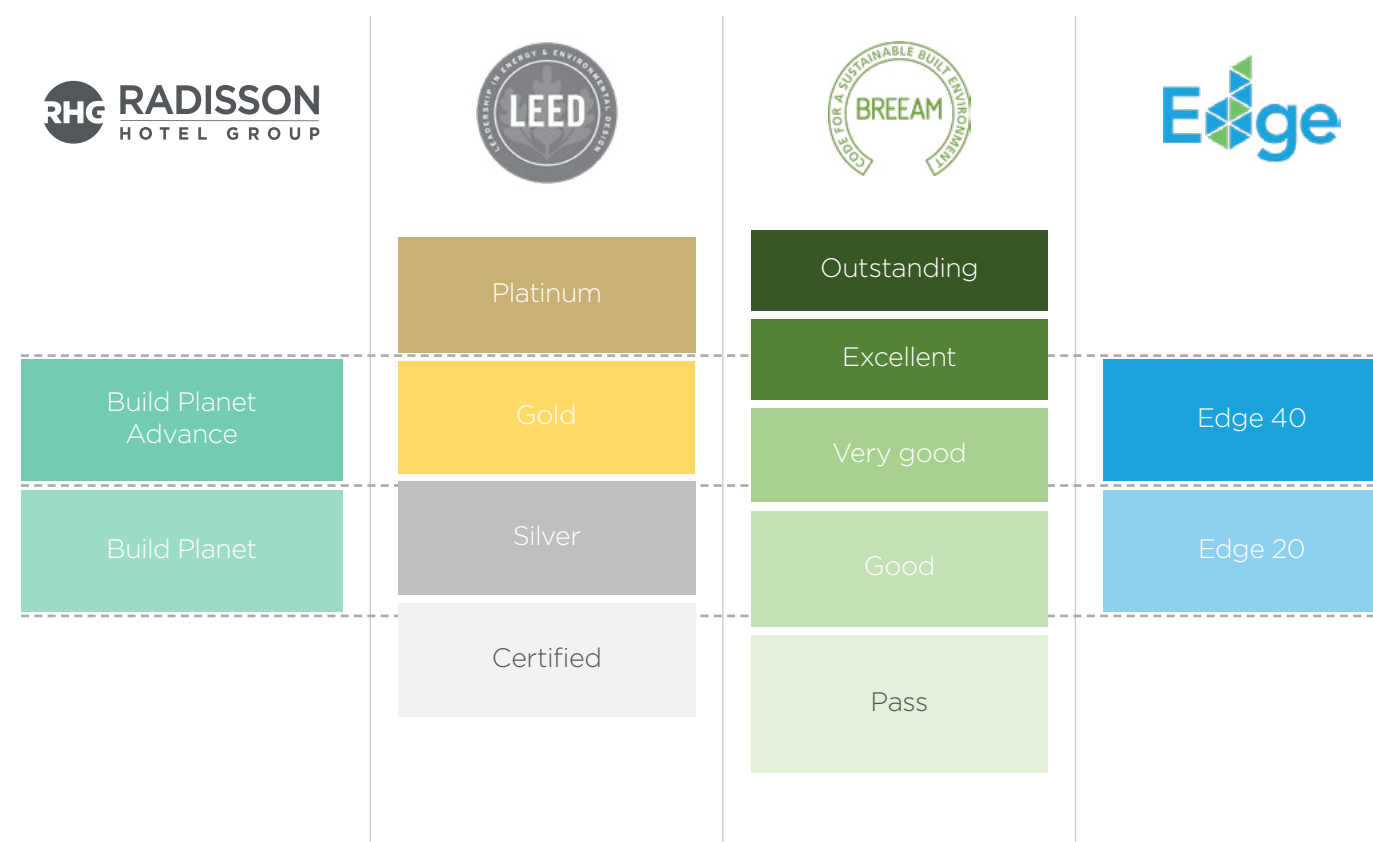
Build Planet Hotels

To make RHG properties future proof, the Group has expanded its construction guidelines by consolidating three of the most important and widely used sustainable building certifications: LEED, BREEAM, and EDGE. The certification standards have been used to ensure RHG's guidelines reflect a measurable reduction of water and energy resources and are applicable to existing and new hotel buildings and extend to all RHG brands.

The Build Planet and Build Planet Advance guidelines allow RHG to do a gap assessment, which means that if agreed on, a hotel can receive a detailed report with corrective measures that can be adapted and implemented, rather than a set of suggestions that may not be applicable due to existing

space restraints and local regulations. Some measures include using sustainable materials and an efficient use of resources, implementing a system of environmentally preferable purchasing of the materials used in building processes, addressing indoor air quality and thermal comfort, devising a waste management program for solids and recyclable materials, and focusing on water and energy sources that make an environmental and financial impact.

Implementing the proposed corrective measures to achieve Build Planet and Build Planet Advance levels directly aligns with the Group's decarbonization strategy, as achieving a minimum threshold of water and energy reduction is a mandatory requirement.



Sustainable Buildings

EU taxonomy

To meet its 2050 net-zero goal, the European Commission has developed a comprehensive policy agenda on sustainable finance, including the EU Taxonomy Regulation, a framework that facilitates sustainable investment. It aims to create a unified classification system of business activities that can be considered environmentally sustainable and to define which activities are 'green' in a credible manner.

Some of RHG's Build Planet requirements are directly aligned with EU Taxonomy requirements. The different levels help hotel owners to comply with the taxonomy requirements by highlighting specific corrective measures that are marked as EU Taxonomy compliant.

Sustainable initiatives at Faridabad

Radisson Blu Faridabad has been completely designed with LED lighting. Solar photovoltaic panels have been installed on the roof of the hotel that have a capacity of 50kW and an estimated generation of 40,000 kWh per year. The hotel also has a HVAC system and BMS which saves at least 40% in energy. Additionally, instead of using boilers to heat water, a heat cool pump has been installed.

Wastewater from the hotel is subjected to tertiary treatment at a treatment plant with a capacity to treat 110 m³ of water. All treated water is reused for washing, landscaping, and cooling towers. The treatment plant is designed for 0% discharge. Lastly, the hotel is covered by laminated glass panels for natural light.

Radisson RED awarded Green Star

Radisson RED Hotel Johannesburg Rosebank has achieved a 5-star Green Star certification rating by the Green Building Council South Africa. The certification acknowledges the hotel's superior building performance in three main categories: water, energy, and environmental initiatives.

The installation of submeters to calculate actual energy savings was one of the measures implemented as part of this project which also aimed to minimize energy consumption. During the renovation process, an environmental management plan was developed and implemented to minimize the environmental impact of the disposal of construction waste, diverting it from landfill. A reduction in water consumption was also achieved through the installation of water efficiency features in the faucets and sinks which reduce the water flow per minute.

LEED for Collection

During the conversion of Radisson Collection Hotel, Gran Vía Bilbao, the hotel implemented several corrective measures to achieve significant energy and water consumption reductions, and to reduce the associated carbon emissions, which resulted in Radisson Collection Hotel, Gran Vía Bilbao receiving a LEED Platinum Certification.

The renovated building now consumes 47% less energy according to the standard used to set the baseline in measuring the energy efficiency in buildings, as per the energy and atmosphere category of LEED v.4 rating system. In comparison to the pre-renovation building, the hotel has achieved a 40% water consumption reduction. A heat pump has been installed to support the hotel's heating system and during the conversion process, 83% of the construction waste material was diverted from landfills.



Responsible Consumption

RHG works with suppliers to prevent waste, increase recycling, and develop circular models which help reduce the volume of waste that goes to landfill and incineration, directly affecting the Group's scope 3 emissions. The focus of responsible consumption includes rethinking material use, actively managing food waste, eliminating single-use plastics, reusing and replacing products with more durable solutions wherever possible.

Phase out Single Use Plastics

RHG has rolled out a global plan to reduce single use plastics (SUP). This plan includes several specific initiatives to tackle SUP in hotel operations. Additionally, RHG is working with other hotels and industry partners, including the UNEP One Planet Network, to share best practices, supplier recommendations, and other information to help the industry as a whole move away from plastic.

Eliminating SUP from the food and beverage services

We are committed to abolishing the use of plastic straws, stirrers, cutlery, and plates in our hotels by offering guests reusable and eco-friendly alternatives.

Introducing bulk amenity dispensers

We will introduce bulk amenity dispensers to replace single use liquid bathroom amenities in all hotels by 2023. This initiative will remove 57 million miniature amenities from circulation, eliminating the use of almost 500 tons of plastic every year. Implementation has been affected by the pandemic and roll out times may vary per country.

Introducing reusable water bottle solutions

All hotels are encouraged to reduce the use of plastic water bottles in the service areas by introducing reusable water bottles and water filtration systems. Hotels are required to follow RHG's water bottle hierarchy. Plastic water bottles are no longer used in Meetings and Events, and the use of tap water is advocated whenever feasible.



71%
of our hotels
have a recycling
program in place



31%
waste diverted
from landfill

Eliminating Single Use Plastics



78%
hotels using soap
dispensers in
public washrooms

44%
hotels using soap
dispensers in guest
bathrooms



75%
eliminated single
use plastic straws



45%
eliminated single use
plastic water bottles

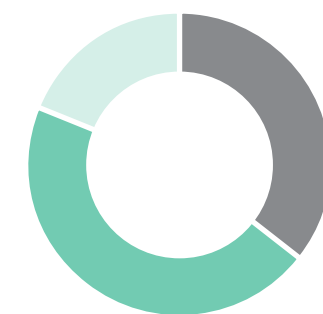


Responsible Consumption

Reducing food waste

Food waste remains a major global issue. The Food and Agriculture Organization of the United Nations estimates that 1.3 billion tons of food is thrown away every year, representing almost 40% of the total food produced globally and a misuse of natural resources. If used efficiently, it could feed the 800 million hungry people in the world.

This waste contributes significantly to the world's carbon footprint because of the energy needed to grow and transport food. RHG aims to reduce residual food waste disposed of in landfills or by incineration. We are conscious that over-ordering, over-preparation, and over-trimming in restaurants can lead to significant volumes of waste. This is why we have implemented several measures to help prevent needless food wastage, including portion control and correct food storage.



HANDLING FOOD WASTE	
Landfill/incineration	37%
Composted	48%
Donate to feed people/animals	15%

DinDrop umbrellas

Radisson Blu Hotel Bruges is one of eight hotels in partnering with Dindrop. On rainy days, you can take one of the Dindrop umbrellas located in the lobby of the hotel, and Dindrop will automatically plant a tree. The umbrellas are 100% plastic free, made with 100% recycled rPET Polyester mainly from recycled bottles, which reduces its carbon footprint by 70% and removes the need for raw materials. During the first week of implementation, a contribution to plant 40 trees was made.

Too Good to Go

Select RHG properties are partnering with Too Good To Go to help us reduce food waste. Too Good To Go allows businesses to sell excess meals left over at the end of the shift or day to combat food waste. Businesses save food and help preserve the environment by reducing food, energy, and water wastage, as well as CO₂e emissions.

The Too Good To Go app enables our European hotels to sell surplus food for a set, reduced price, helping to reduce waste and protect the planet. Currently, 35 RHG hotels in Europe partner with Too Good To Go. Since the project launched, we've saved 14,800 meals from being wasted, corresponding to an impressive CO₂e reduction of 37 tons.

Meals saved with Too Good To Go



37 tons
CO₂e reduction



14,800 meals
saved

equivalent to 485 economy flights from Brussels to Madrid

Turning discarded linen into shoe bags

Park Inn by Radisson, Clark has partnered with Diversey to launch the Linens for Life initiative. Discarded hotel linens are transformed into shoe bags for a handmade shoe company in Singapore by women who have been rescued from sex trafficking or domestic abuse situations. An action with clear Planet and People benefits.



Too Good To Go at Radisson Collection, Strand, Stockholm



Turning condemned linen into shoe bags

Eco-labels

As part of RHG's pathway to net positive hospitality, hotels are encouraged to advance their sustainability pathway with a robust and structured plan of action. Gaining a third-party eco-label for our hotels' sustainability efforts is key as it is an excellent way for hotels to showcase their sustainability performance to corporate clients, guests, and talent.

We highly recommend to hotels that they get acknowledged for their efforts by a third-party eco-label. Gaining an eco-label ensures the hotel's sustainability achievements are fully transparent and credible and helps our hotels to identify areas of opportunity and improvement. RHG partners with global eco-labels recognized by the Global Sustainable Tourism Council (GSTC) which audits our hotels' sustainability performance. RHG continues to partner with global ecolabels such as Green Key, Earth Check, and Green Tourism, recognizing the GSTC's standards for accommodation which audit and validate our hotels' sustainability performance.

RHG joined the GSTC as member organization in 2022 to supporting the ongoing development of integrated sustainable tourism practices.

This report includes the list of eco-labeled hotels: [here](#)

Green Key

RHG has a long-term partnership with Green Key, one of the largest hospitality certifiers in the world. Green Key provides a well-proven framework for an establishment to work with its environmental management on sustainability issues, including awareness raising. The high environmental standards expected are maintained through rigorous documentation and frequent on-site audits. For guests, a Green Key eco-label shows that the hotel is committed to reducing the environment impact of their stay. Hotels with the Green Key eco-label comply with nearly 100 sustainability criteria covering energy management, waste control, water usage, and social responsibility.



226

hotels are eco-labeled



Green Key eco-label – Park Inn by Radisson Berchem



Green Operations

RHG partners with Hotelkit, an all-in-one hotel operations platform offering a quick, easy way to manage day-to-day business efficiently and transparently. It improves internal communications, stores knowledge centrally, optimizes processes, and plan tasks in a structured manner.

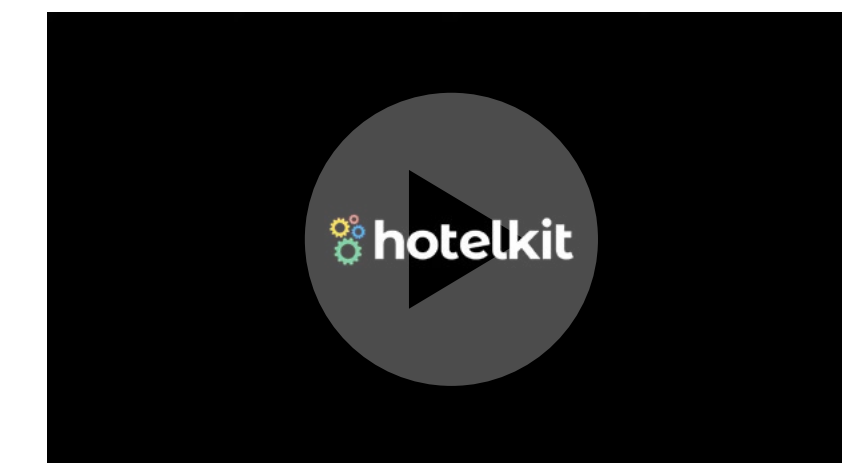
Hotelkit

By using Hotelkit, our hotels can digitalize their paper processes, saving an average of 8,000 sheets of paper per hotel every year. Effective digital communication involves fewer calls and print outs. All essential information is documented and saved on the cloud. RHG's efforts to replace meetings with digital discussions also cuts down on travel costs.

Hotelkit helps to communicate and implement brand standards. It supports team member engagement by enabling the easy onboarding of new team members and the continued training of existing team members. The handbook's articles and how-to-videos help all team members to meet sustainability and safety requirements.

Using Hotelkit makes it easier to keep everyone informed about what is going on in the hotel. It encourages

knowledge management and self-learning. In addition to helping sustain good interpersonal relations between team members in different departments. Team members can communicate, share, and swap ideas with one another, regardless of their job position.



582+
hotels using
Hotelkit

Green housekeeping

Hotels can offer their guests staying multiple days the possibility to opt-out of daily housekeeping and reduce the consumption of water, cleaning products, and energy resources. Green Housekeeping can have a significant impact on the environment. Annually, it's estimated that for a 200-bedroom hotel, with a 70% occupancy and 10% adoption rate, has the potential to generate 10,000 kWh energy saving, which equals 7T of CO2e reduction, 803,000 liters in water saving, and 511 liters of chemical saving. For each night that a guest opts-out of housekeeping, they get either a food and beverage voucher or a donation of €1.00 is made on their behalf to Just a Drop.



47%
of hotels have a Green
Housekeeping program

Green Operations

prizePromise sustainability commitment

As an inclusive and community focused brand, prizeotel aims to be sustainable with its focus on the environment. The prizePromise is aligned with RHG's strategy and commitment to reach net zero by 2050. prizeotel is the first brand to offer carbon neutral stays at no extra charge to guests. Every stay can be considered carbon neutral.

Additionally, the prizePromise includes that all properties implement the Hotel Sustainability Basics, minimize waste of food, water, and energy, offer vegan alternatives, and provide green transportation alternatives. All properties offer digital check-ins that help transform the hotels into paperless and cashless establishments.

In addition, all new built properties will be certified as green buildings and each conversion hotel has a formulated plan to improve its environmental performance.



Sustainable hospitality in Himachal Pradesh

Located in Palampur, Himachal Pradesh, Rakkh Resort, a member of Radisson Individuals Retreats is set against the pristine backdrop of the Dhauladhar ranges. The ethos of the resort is built on sustainability and community engagement.

The luxury resort is designed to maximize sunlight in interior spaces. Locally sourced structural materials and copper and earthen utensils have been included in the design. Additionally, drinking water is sourced from the natural water spring inside the resort and electricity is sourced from hydro power. The responsible architecture ensures a reduction in energy consumption which is in tune with the resort's sustainability-based values.

With a team that is 100% locally employed, sourcing seasonal produce from a local organic garden and with a culinary cosmos, the resort's Food and Beverage philosophy promotes regional flavors with a strong emphasis on local Himachal food on its menus.

Earth Hour and events for the planet

Can an hour change the world? It's more about the positive impact our hotels can make by involving and motivating their team members and guests in the annually repeating events, including Earth Day, Earth Overshoot Day and Earth Hour. Many hotels use these special days as opportunity to show how they care for the planet and create unique guest events with minimal impact.



Sustainable Transportation

With Radisson Moves, the Group helps its guests to choose green transportation options.

Radisson Moves

The Radisson Moves e-mobility mindset is fully aligned with RHG's commitment to net-zero. We work with hotels and providers to offer guests green options and give them peace of mind, reassuring them that, by choosing our hotels, they have a positive impact on people, the community, and the environment. We offer guests green mobility solutions, starting with the right EV charging solution for each location and integrating green mobility solutions in the Radisson Rewards loyalty program.

Green transport

When guests stay at one of our hotels, they are also able to charge their electric car thanks to the 494 electric car charging posts spread across 158 hotels. This service gives guests an easy charging solution and helps ensure they get to their next destination quickly. Many of our hotels are now taking the extra step and use exclusively green taxi solutions that offer hybrid or electric vehicles. This service is already offered by 25% of our hotels.



41%

hotels offering bicycle hire



24%

hotels access to e-scooter sharing solutions



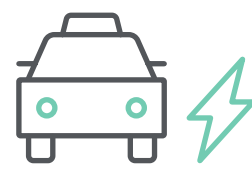
14%

hotels offer overnight rates including (discounted) public transport tickets



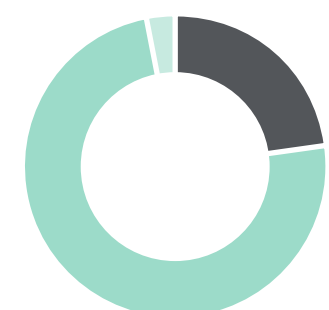
705

EV chargers in 158 hotels



25%

hotels offering hybrid or full electric taxi solutions



EV CHARGER TYPES	
Regular charging (AC)	74%
Fast charging (DC)	23%
Ultra-fast charging (UFC)	3%

EV partnerships

As a green mobility leader, RHG has setup several EV-mobility partnerships with the aim of bringing EV charging solutions to all European RHG properties by 2025. Another partnership with Sunfuel in India aims to equip the 100+ RHG properties in the country with EV charging stations. These joint approaches build a regular, fast, and ultra-fast charging infrastructure with numerous advantages for guests, clients, owners, and partners.



Responsible Food and Beverage

A significant part of RHG's carbon footprint originates in our Food and Beverage operations. RHG's Food and Beverage offering promotes guest's wellbeing as well as sustainability.

Local hotels support nearby producers by utilizing as much in-season food as possible to reduce our hotels' eco-footprint and using responsible packaging that is mindful of the packaging's life cycle. Menus prioritize the use of fair-trade goods, vegetarian options, and organic products wherever possible.

Food and Beverage direction

A Food and Beverages efficiency model for operations is in place for restaurants, bars, breakfast, and Meeting and Events that targets food and beverage quality, consistency, profitability, reductions in food waste and use of chemicals, as well as the balance between work and life for our team members.

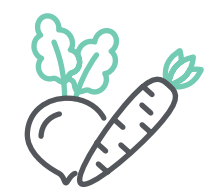
Key features of the Food and Beverage transformation include:

- Vitality and wellbeing
- Seasonally updated a la carte menus
- Organic, plant-based, fresh and local products
- Reduction strategy of processed foods
- Environmentally-friendly options - keeping mono-packaging to a minimum
- Aesthetically presented food using local tableware

With the use of the transformation model, measures have been put in place to help minimize food waste at our hotels that include initiatives such as pre-portioned sourcing, use of no waste dishes, application of standardized recipes, cross-utilization of dishes between outlets, and limited and seasonal focused menus. These measures result in a reduction of cleaning and washing requirements and decreased use of chemicals and supply materials. Furthermore, we prioritize working with all suppliers who target more sustainable practices and product traceability.

Team members work-life balance has also been key in this transformation model. By shifting to a more agile staffing structure, we have been able to achieve the staffing levels of the benchmark industry. There has been a significant reduction in working hours, giving team members more time and motivation to focus on creativity and food and beverage presentation, resulting in an increase in quality and profitability for the bars and restaurants.

Sustainable Food and Beverage



31%
vegetarian
options on menu



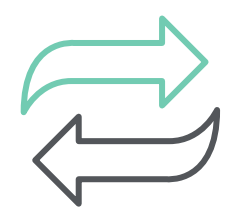
50%
of these are
vegan options



50%
sustainable
seafood



48%
locally sourced
food <100km
from the hotel



68

hotels in 2022
F&B transformation

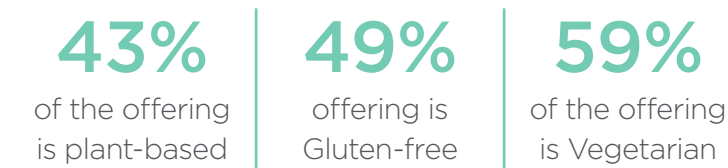


Responsible Food and Beverage

Breakfast

With breakfast operations fully aligned with the Responsible Business program, our hotels can make a significant difference in their food offering, including a constant increase of organic and plant-based items, prioritizing local food sourcing, and the overall reduction of processed foods.

Breakfast Offering



Meetings and Events

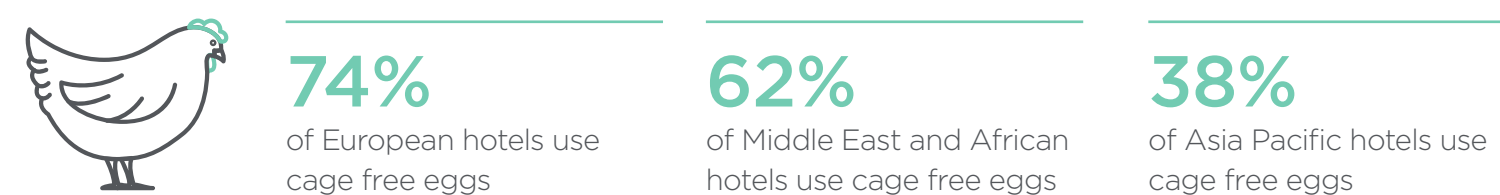


Cage-free eggs

RHG is committed to sourcing all its eggs from cage-free sources globally by 2025. At RHG, the welfare of animals raised for food is a high priority. RHG seeks to ensure decent welfare standards for animals that are reared for the ingredients used in the meals served in its hotels. This includes eggs and the use of egg products. With the support of the Humane League, an NGO focused to end the abuse of animals raised for food, RHG is providing its hotels with educational materials and cage-free egg directories for procurement purposes.

🌐 Currently, 198 RHG properties are using eggs from cage free chickens. This includes free range and barn eggs.

Eggs used in hotels



Eneko Atxa

Eneko Atxa is a renowned name in the world of green gastronomy, and a proud recipient of a Michelin Green Star. Focusing on the importance of sustainability and a harmonious society is central to the foundations of his projects and culinary developments.

Atxa's values are aligned with our brand philosophy. In collaboration with Atxa, RHG has opened various restaurants in our hotels, including NKO Bilbao in Radisson Collection Hotel, Gran Vía Bilbao, BASQUE in Radisson Collection Hotel, Magdalena Plaza Sevilla, NKO, DeBokata and Nigiri Basque House in Radisson RED Madrid.

Hydroponic farming in Dubai

Radisson Blu Hotel, Dubai Deira Creek is leading the way in its commitment to sustainability with modern technology by being one of the first hotels to install a hydroponic farm directly at the hotel. The Czech start-up GreenTech has teamed up with Radisson Blu Hotel, Dubai Deira Creek to set up a full-time hydroponic farm at the hotel's seafood restaurant Fish Market. Using hydroponic containers, the hotel is able to grow local vegetables, micro greens, and small fruits. Some of the key benefits include water consumption savings, reduction in transport distances, and the possibility to grow produce without protective chemicals. This ensures that all products are fresh and ethically sourced, with homegrown vegetables on their menu.



Eneko Atxa



Hydroponic farming in Dubai



Biodiversity

Nature Positive

Biodiversity and nature are essential to the wider travel and tourism industry. It is integral for sector growth and prosperity, from its vital ecosystem services to the uniqueness it provides for global destinations.

The Nature Positive Vision for Travel and Tourism aspires to a future in which the industry has adopted a Nature Positive approach by 2030. As an industry collective, we show that Travel and Tourism companies can be “Guardians of Nature”.

RHG has subscribed to the industry vision of Nature Positive approach under the Post-2020 Global Biodiversity Framework. The Group will be defining steps to integrate biodiversity protections and combine climate change impact mitigation with biodiversity protection and nature restoration.

Additionally, RHG will be coordinating actions in its operations and value chains to reduce its negative environmental footprint, to incorporate conservation and biodiversity monitoring, and to identify sites or species of importance. The Group will also make significant efforts to innovate services and to develop nature-based solutions.

Biodiversity conservation at Radisson Medan

Radisson Medan signed a partnership with Yayasan Ekosistem Lestaria, a non-profit organization focused on environmental issues, supporter of the community, and founding partner of the Sumatran Orangutan Conservation program which aims to improve the survivability of this endangered species. Different activities are being held by the hotel, including planting trees at Orangutan havens, running an educational program for the local community, selling project specific merchandise, and creating fundraising events in support of Orangutan Conservation.



37%

of hotels have local tree planting initiatives



27%

of hotels do activities to protect and restore the natural environment in their location



23%

of hotels with onsite herb garden



4%

of hotels with beekeeper initiatives

Responsible Supply Chain

As a global hotel group, RHG promotes supply chain sustainability through its efforts to consider the environmental and social impact of its services and the journey of its products, reaching from human rights management to product and material sourcing. RHG works with sustainable suppliers to provide integrated projects and solutions for its hotels.

Responsible sourcing

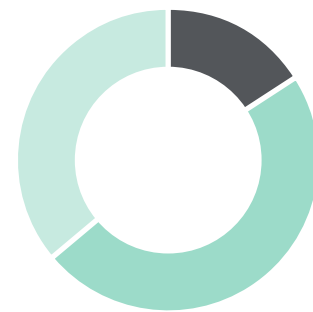
RHG undertakes the responsible management of its value chain as a sustainability priority, starting with its own team all the way through to its suppliers and guests. We are working to increase transparency, advance sustainable procurement, support risk identification and mitigation, and measure and reduce CO2e emissions of key suppliers.

Our suppliers constitute a key stakeholder for the company and an integral part of its pathway to a net-zero carbon future by 2050. Our sourcing strategy supports our efforts to integrate and promote responsible practices and apply sustainability criteria in all areas of the supply chain processes:

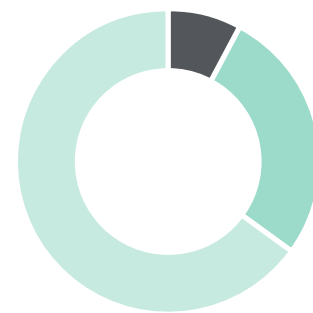
- Green Energy sourcing
- Net-zero focused sourcing initiatives
- Local sourcing initiatives
- Eliminating single-use plastics
- Transition to cage-free eggs
- Partnership with EcoVadis for CSR visibility in supply chain



SUPPLIER TYPE	
Mature Markets	46%
Emerging Markets	54%



SPEND BREAKDOWN	
Corporate	16%
Regional	48%
Local	36%



SUPPLIER TYPE BREAKDOWN	
Corporate	8%
Regional	27%
Local	65%



Responsible Supply Chain

RHG adheres to a very robust and rigorous process in selecting suppliers to ensure that they meet the requirements laid out in its Supplier Code of Conduct.

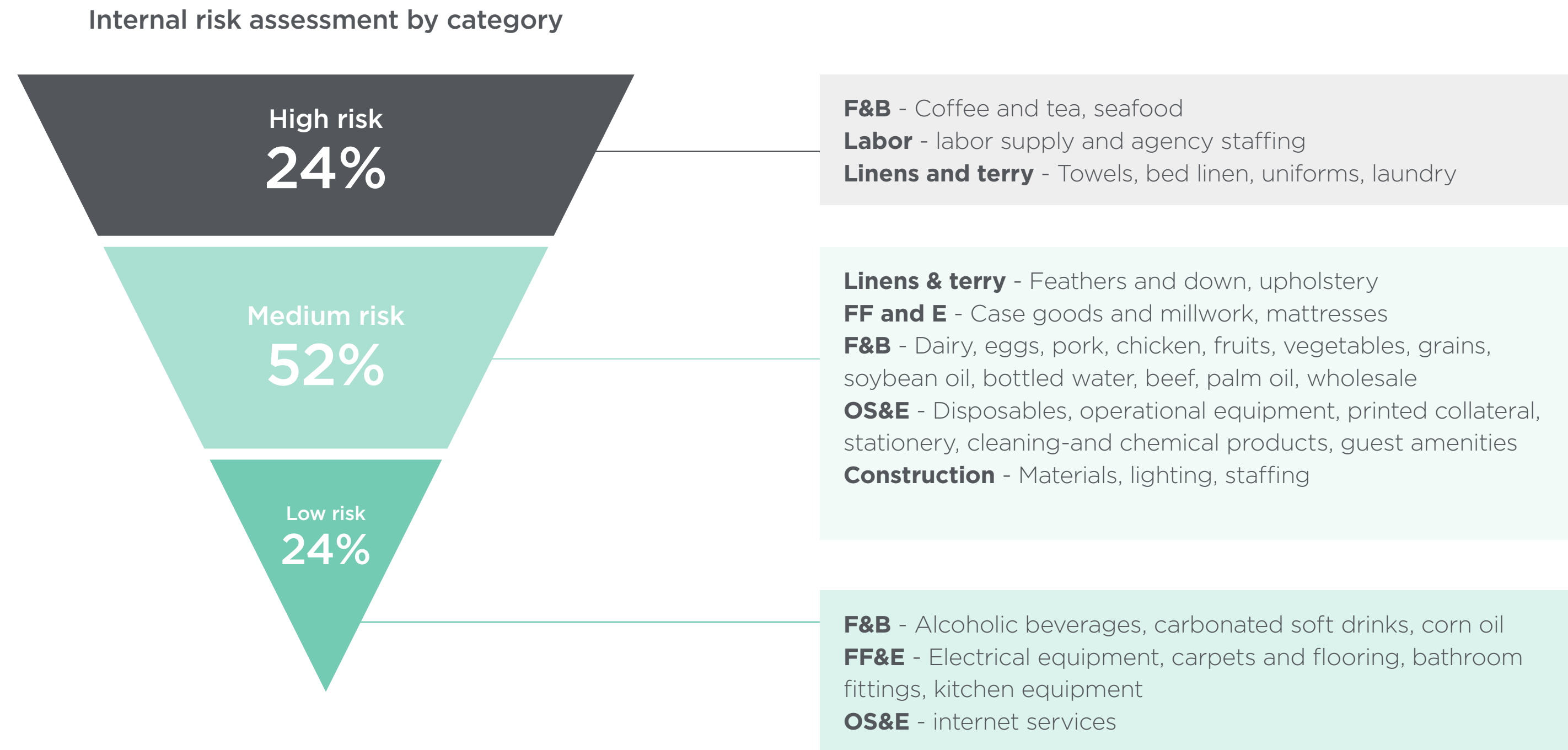
Supplier Code of Conduct

Our Supplier Code of Conduct outlines the minimum standards that they are expected to achieve. The Supplier Code of Conduct includes obligations for suppliers and the broader business community to demonstrate social, ethical, and environmental responsibility. The Supplier Code of Business Conduct supplements the Code of Business Ethics and is signed by all suppliers at Group and area levels. It has also been integrated into the supplier agreement.

Access the latest Supplier Code of Conduct [here](#).

Managing and mitigating supply chain risks

An internal assessment shows that 76% of total procurement contracted spend falls into high and medium risk related products and services in terms of social and environmental impact. As part of its ongoing supplier due diligence, RHG continuously evaluates existing, new, and potential suppliers.



Responsible Supply Chain

Using supplier risk mapping analysis allows RHG to evaluate the supplier's financial, environmental, and human resource status before signing or renewing a contract. The supplier risk mapping analysis is a continuous process that is used to assess suppliers and their performance. It increases supplier visibility and allows RHG to understand and control the business risk of its supply chain better. It allows capacity building of suppliers on environmental or social issues, including taking corrective actions and provision of training.

RHG SUPPLIER RISK MAPPING MODEL



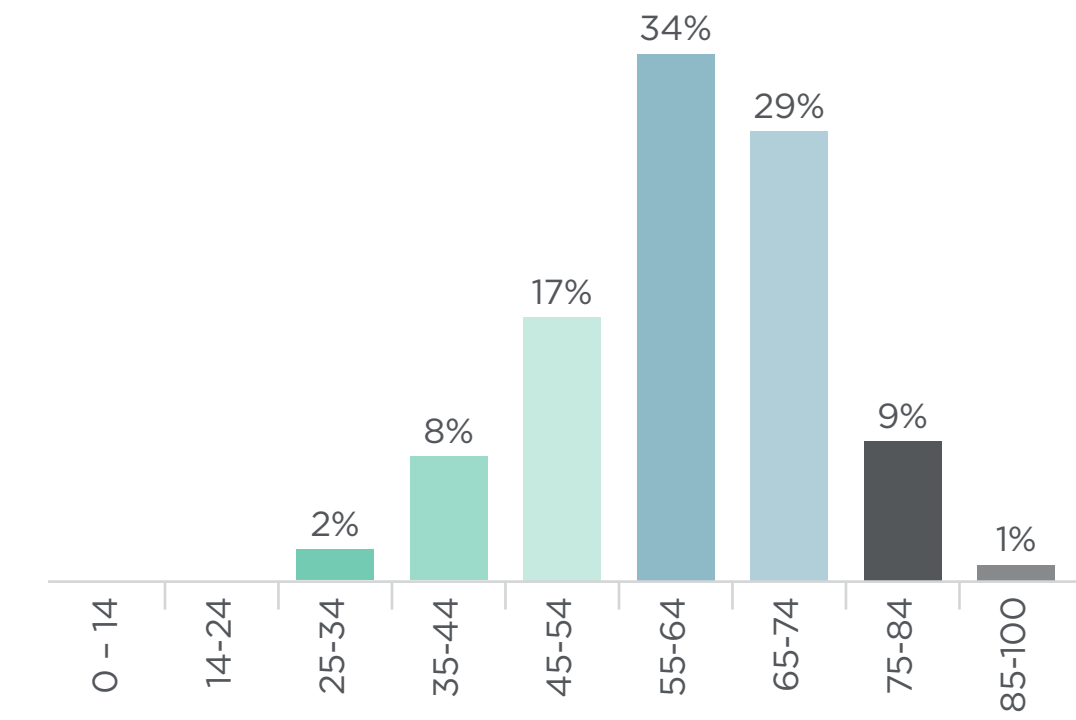
EcoVadis partnership

RHG continues its long-term partnership with EcoVadis to track and validate supplier sustainability performance. EcoVadis is the world's most trusted provider of business sustainability ratings and evaluates more than 85,000 companies annually based on their environmental, human rights, and ethical performance. Working closely together, we continue to increase vital transparency, advance positive action for people and the planet, and support risk identification and mitigation.

Starting with all corporate and regional highest risk category suppliers, suppliers are requested to complete the EcoVadis assessment through a questionnaire which is tailored to the size of the business, its industry sector, and its countries of operation and thereafter they are issued their EcoVadis performance scorecard. The EcoVadis performance scorecard can be used for supplier assessment and evaluation, and is an important discussion point in the Group's yearly meetings with suppliers. The results of the risk mapping exercise allow RHG to have a dialogue on responsible supply chain management with suppliers.

The EcoVadis rating covers four themes: fair business ethics, the environment, sustainable procurement and labor practices, and human rights. The criteria are based on international sustainability standards such as the Global Compact Principles, the International Labor Organization (ILO) conventions, the Global Reporting Initiative (GRI) standard, the ISO 26000 standard, and the CERES principles.

RHG is listed as a silver supplier by EcoVadis for its sustainable business practices. The Silver award places RHG amongst the top 15% of EcoVadis overall performers and in the top 8% of companies rated by EcoVadis in the accommodation industry.



ECOVADIS PERFORMANCE OF ASSESSED RHG SUPPLIERS	
Overall score	60
Fair business ethics	55
Environment	67
Sustainable procurement	55
Labor practices and human rights	60

ECOVADIS PERFORMANCE OF RHG	
Overall score	61
Fair business ethics	70
Environment	70
Sustainable procurement	50
Labor practices and human rights	60

Appendices

Appendix: Eco-Labelled Hotels

HOTEL NAME	COUNTRY
Africa	
Radisson Blu Hotel & Residence, Nairobi Arboretum	Kenya
Radisson Blu Hotel, Nairobi Upper Hill	Kenya
Radisson Blu Hotel, Antananarivo Waterfront	Madagascar
Radisson Hotel Antananarivo Waterfront	Madagascar
Radisson Serviced Apartments Antananarivo City Centre	Madagascar
Radisson Blu Resort, Taghazout Bay Surf Village	Morocco
Radisson RED, Johannesburg Rosebank	South Africa
Radisson RED, V&A Waterfront Cape Town	South Africa
Park Inn by Radisson Cape Town Foreshore	South Africa
Radisson Blu Palace Resort & Thalasso, Djerba	Tunisia
Radisson Blu Hotel, Lusaka	Zambia
Radisson Blu Mosi-oa-Tunya Livingstone Resort	Zambia

HOTEL NAME	COUNTRY
Europe	
Park Inn by Radisson, Linz	Austria
Prizeotel Vienna-City	Austria
Park Inn by Radisson Antwerp Berchem	Belgium
Park Inn by Radisson, Brussels Airport	Belgium
Park Inn by Radisson, Brussels Midi	Belgium
Park Inn by Radisson, Leuven	Belgium
Radisson Blu Hotel, Hasselt	Belgium
Radisson Blu Palace Hotel, Spa	Belgium
Radisson Collection Hotel, Grand Place Brussels	Belgium
Radisson RED, Brussels	Belgium
Radisson Blu Hotel, Bruges	Belgium
Radisson Blu Astrid Hotel, Antwerp	Belgium
Park Inn by Radisson Antwerpen	Belgium
Park Inn by Radisson Hasselt	Belgium
Park Inn by Radisson Liège Airport Hotel	Belgium
Radisson Blu Resort & Spa, Split	Croatia
Park Plaza Belvedere Medulin	Croatia
Park Plaza Histria Pula	Croatia
Radisson Blu Scandinavia Hotel, Aarhus	Denmark
Radisson Blu Scandinavia Hotel, Copenhagen	Denmark
Radisson Collection Royal Hotel, Copenhagen	Denmark
Park Inn by Radisson Copenhagen Airport	Denmark
Radisson Blu Hotel Papirfabrikken, Silkeborg	Denmark
Radisson Blu Limfjord Hotel, Aalborg	Denmark
Park Inn by Radisson Central Hotel, Tallinn	Estonia
Park Inn by Radisson Meriton Conference & Spa Hotel, Tallinn	Estonia
Radisson Blu Hotel, Olümpia	Estonia
Radisson Blu Grand Hotel, Tammer	Finland
Radisson Blu Hotel, Aleksanteri	Finland
Radisson Blu Hotel, Espoo	Finland
Radisson Blu Hotel, Oulu	Finland
Radisson Blu Marina Palace Hotel, Turku	Finland
Radisson Blu Plaza Hotel, Helsinki	Finland
Radisson Blu Royal Hotel, Helsinki	Finland

HOTEL NAME	COUNTRY
Radisson Blu Seaside Hotel, Helsinki	Finland
Park Inn by Radisson, Lille Grand Stade	France
Radisson Blu Hôtel Champs Elysées, Paris	France
Radisson Blu Hotel, Biarritz	France
Radisson Blu Hotel, Lyon	France
Radisson Blu Hotel, Nantes	France
Radisson Blu Hotel, Nice	France
Radisson Blu Hotel, Paris Boulogne	France
Radisson Blu Hotel, Paris, Marne-La-Vallée	France
Radisson Blu Hotel, Toulouse Airport	France
Radisson Blu Hotel, Rouen Centre	France
Radisson Blu Hotel, Bordeaux	France
Radisson Blu Hotel, Marseille	France
Radisson Blu Resort & Spa, Ajaccio Bay	France
Cour des Loges Lyon, A Radisson Collection Hotel	France
Park Inn by Radisson Hotel, Berlin Alexanderplatz	Germany
Park Inn by Radisson, Frankfurt Airport	Germany
Park Inn by Radisson, Lübeck	Germany
Park Inn by Radisson, Nürnberg	Germany
Park Inn by Radisson, Stuttgart	Germany
Radisson Blu Schwarzer Bock Hotel, Wiesbaden	Germany
Radisson Blu Hotel, Cologne	Germany
Radisson Blu Hotel, Dortmund	Germany
Radisson Blu Hotel, Erfurt	Germany
Radisson Blu Hotel, Hamburg	Germany
Radisson Blu Hotel, Hamburg Airport	Germany
Radisson Blu Hotel, Hannover	Germany
Radisson Blu Hotel, Karlsruhe	Germany
Radisson Blu Hotel, Rostock	Germany
Radisson Blu Media Harbour Hotel, Düsseldorf	Germany
Radisson Blu Senator Hotel, Lübeck	Germany
Radisson Collection Hotel, Berlin	Germany
Radisson Blu Conference Hotel, Düsseldorf	Germany
Park Plaza Berlin Kudamm	Germany
Park Plaza Berlin	Germany

Appendix: Eco-Labelled Hotels

HOTEL NAME	COUNTRY
Park Plaza Wallstreet Berlin Mitte	Germany
Park Plaza Nuremberg	Germany
Park Inn by Radisson Hotel and Spa, Zalakaros	Hungary
Park Inn by Radisson Sárvár Resort & Spa	Hungary
Radisson Blu 1919 Hotel, Reykjavik	Iceland
Radisson Blu Hotel, Dublin Airport	Ireland
Radisson Blu St. Helen's Hotel, Dublin	Ireland
Radisson Blu Hotel, Milan	Italy
Radisson Blu Elizabete Hotel, Riga	Latvia
Radisson Blu Hotel, Lietuva	Lithuania
Radisson Blu Royal Astorija Hotel, Vilnius	Lithuania
Radisson Hotel, Kaunas	Lithuania
Park Inn by Radisson, Luxembourg	Luxembourg
Park Inn by Radisson, Amsterdam City West	Netherlands
Radisson Blu Hotel, Amsterdam Airport	Netherlands
Radisson Blu Hotel, Amsterdam City Center	Netherlands
Park Plaza Amsterdam Airport	Netherlands
Park Plaza Eindhoven	Netherlands
Park Plaza Victoria Amsterdam	Netherlands
Park Plaza Vondelpark, Amsterdam	Netherlands
Park Inn by Radisson, Oslo Airport	Norway
Park Inn by Radisson, Oslo Airport Hotel West	Norway
Radisson Blu Airport Hotel, Oslo	Norway
Radisson Blu Atlantic Hotel, Stavanger	Norway
Radisson Blu Hotel & Confernce Center Oslo, Alna	Norway
Radisson Blu Hotel, Bodo	Norway
Radisson Blu Hotel, Caledonien	Norway
Radisson Blu Hotel, Nydalen	Norway
Radisson Blu Hotel, Tromsø	Norway
Radisson Blu Hotel, Trondheim Airport	Norway
Radisson Blu Mountain Resort & Residences, Trysil	Norway
Radisson Blu Mountain Resort, Beitostølen	Norway
Radisson Blu Park Hotel, Oslo	Norway
Radisson Blu Plaza Hotel, Oslo	Norway
Radisson Blu Resort, Trysil	Norway
Radisson Blu Royal Garden Hotel, Trondheim	Norway

HOTEL NAME	COUNTRY
Radisson Blu Royal Hotel, Bergen	Norway
Radisson Blu Scandinavia Hotel, Oslo	Norway
Radisson RED Oslo Økern	Norway
Radisson Hotel & Conference Centre Oslo Airport	Norway
Park Inn by Radisson Bucharest Hotel & Residence	Romania
Radisson Blu Hotel, Bucharest	Romania
Cosmos Sochi Hotel, a member of Radisson Individuals	Russia
Park Inn by Radisson, Ekaterinburg	Russia
Radisson Blu Resort & Congress Centre, Sochi	Russia
Radisson Collection Paradise Resort and Spa, Sochi	Russia
Radisson Sonya Hotel, St. Petersburg	Russia
Radisson Blu Hotel, Rostov-on-Don	Russia
Radisson Hotel Rosa Khutor	Russia
Park Inn by Radisson Rosa Khutor	Russia
Radisson Collection Old Mill Hotel, Belgrade	Serbia
Radisson Blu Hotel, Madrid Prado	Spain
Radisson Blu Resort & Spa, Gran Canaria Mogán	Spain
Radisson Blu Resort, Gran Canaria	Spain
Radisson RED Hotel, Madrid	Spain
Park Inn by Radisson, Stockholm Solna	Sweden
Radisson Blu Hotel, Arlandia	Sweden
Radisson Blu Hotel, Malmö	Sweden
Radisson Blu Hotel, Uppsala	Sweden
Radisson Blu Riverside Hotel, Gothenburg	Sweden
Radisson Blu Royal Viking Hotel, Stockholm	Sweden
Radisson Blu Scandinavia Hotel, Göteborg	Sweden
Radisson Blu Waterfront Hotel, Stockholm	Sweden
Raddison Blu Airport Terminal Hotel, Stockholm-Arlanda Airport	Sweden
Radisson Blu Metropol Hotel, Helsingborg	Sweden
Radisson Collection Strand Hotel, Stockholm	Sweden
Radisson Blu Hotel, Lucerne	Switzerland
Radisson Blu Hotel, St. Gallen	Switzerland
Radisson Zurich Airport	Switzerland
Park Inn by Radisson, Samsun	Turkey
Radisson Blu Bosphorus Hotel, Istanbul	Turkey
Radisson Blu Hotel & Spa, Istanbul Tuzla	Turkey

HOTEL NAME	COUNTRY
Radisson Blu Hotel, Ankara	Turkey
Radisson Blu Hotel, Istanbul	Turkey
Radisson Blu Hotel, Istanbul Ottomare	Turkey
Radisson Blu Hotel, Kayseri	Turkey
Radisson Blu Resort & Spa, Cesme	Turkey
Radisson Residences Avrupa TEM, Istanbul	Turkey
Radisson Blu Hotel, Istanbul Pera	Turkey
Radisson Blu Hotel, Diyarbakir	Turkey
Radisson Collection Hotel, Bodrum	Turkey
Radisson Hotel President Old Town Istanbul	Turkey
Park Inn by Radisson, Northampton	United Kingdom
Park Inn by Radisson, York City Centre	United Kingdom
Radisson Blu Hotel, Birmingham	United Kingdom
Radisson Blu Hotel, Bristol	United Kingdom
Radisson Blu Hotel, Edinburgh City Centre	United Kingdom
Radisson Blu Hotel, London Stansted Airport	United Kingdom
Radisson Blu Hotel, Manchester Airport, Manchester	United Kingdom
Radisson Blu Waterfront Hotel, Jersey	United Kingdom
Radisson RED, Glasgow	United Kingdom
Park Inn by Radisson Aberdeen	United Kingdom
Park Inn by Radisson Manchester City Centre	United Kingdom
Park Inn by Radisson Peterborough	United Kingdom
Radisson Blu Hotel, Belfast	United Kingdom
Radisson Blu Hotel, Durham	United Kingdom
Radisson Blu Hotel, Liverpool	United Kingdom
Holmes Hotel London	United Kingdom
Park Plaza, County Hall London	United Kingdom
Park Plaza, Leeds	United Kingdom
Park Plaza, London Riverbank	United Kingdom
Park Plaza, Nottingham	United Kingdom
Park Plaza London Waterloo	United Kingdom
Park Plaza, Westminster Bridge London	United Kingdom
Park Plaza Victoria, London	United Kingdom

Appendix: Eco-Labelled Hotels

HOTEL NAME	COUNTRY
Middle East	
The Diplomat Radisson Blu Hotel, Residence & Spa	Bahrain
Radisson Blu Hotel, Alexandria	Egypt
Radisson Blu Hotel, Cairo Heliopolis	Egypt
Radisson Blu Hotel, Kuwait	Kuwait
Park Inn by Radisson Hotel and Residence, Duqm	Oman
Park Inn by Radisson, Muscat	Oman
Radisson Blu Hotel, Muscat	Oman
Radisson Blu, Sohar	Oman
Hormuz Grand Muscat, A Radisson Collection Hotel	Oman
Radisson Blu Hotel, Doha	Qatar
Park Inn by Radisson, Al Khobar	Saudi Arabia
Radisson Blu Hotel, Riyadh	Saudi Arabia
Radisson Blu Hotel, Yanbu	Saudi Arabia
Radisson Blu Resort, Jizan	Saudi Arabia
Park Inn by Radisson Jeddah Madinah Road	Saudi Arabia
Park Inn by Radisson Jubail Industrial City	Saudi Arabia
Nofa Riyadh, A Radisson Collection Resort	Saudi Arabia
Radisson Blu Hotel, Dubai Deira Creek	United Arab Emirates
Radisson RED Hotel, Dubai Silicon Oasis	United Arab Emirates
Radisson Blu Hotel & Resort, Abu Dhabi Corniche	United Arab Emirates
Radisson Blu Residence, Dubai Marina	United Arab Emirates
Radisson Resort Ras Al Khaimah Marjan Island	United Arab Emirates

HOTEL NAME	COUNTRY
South East Asia Pacific	
Radisson Blu Hotel, Dhaka Water Garden	Bangladesh
Park Plaza, Beijing Science Park	China
Radisson Blu Hotel Shanghai New World, Shanghai	China
Radisson Hotel, Suzhou	China
Radisson Collection Hotel, Yangtze Shanghai	China
Radisson Blu Plaza Chongqing	China
Radisson Blu hotel Liuzhou	China
Country Inn & Suites by Radisson, Sector-12, Gurugram	India
Park Inn by Radisson, Candolim Goa	India
Radisson Blu Hotel, Ahmedabad	India
Radisson Blu Hotel, Faridabad	India
Radisson Blu Hotel Nagpur	India
Radisson Blu Hotel Pune Kharadi	India
Radisson Blu Noida	India
Radisson Golf Resort Pahalgam	India
Radisson Gurugram Sohna Road City Center	India
The White Hotel Katra, a member of Radisson Individuals	India
Radisson Hotel Danang	Vietnam

Appendix: UN Sustainable Development Goals



Appendix: UN Global Compact Compliance

PRINCIPLES OF THE GLOBAL COMPACT	RADISSON HOTEL GROUP 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 and Leading Responsible Business Training • Team member 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 • ethics.radissonhotels.com • Policy against the Facilitation of Prostitution 	<ul style="list-style-type: none"> • Supplier Code of Conduct and agreements • Human Rights Policy • Responsible recruitment and employment 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 • Team member Handbook • European Workers Council 	<ul style="list-style-type: none"> • Supplier Code of Conduct and agreements • 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 • Responsible recruitment and employment 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 • Team member Handbook • Living and 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 and agreements • 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 and Environment Policy • Build Planet 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 and Environment Policy • Commitment to net-zero • Build Planet Technical Standards 	<ul style="list-style-type: none"> • Think Planet tools • Living and Leading Responsible Business training • Supplier Code of Conduct and agreements • Hotel Sustainability Basics
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> • Build Planet Technical Standards • Think Planet tools • Renewable Energy Sourcing strategy 	<ul style="list-style-type: none"> • Carbon Neutral Meetings • Eco-labeled 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 • Ethics training 	<ul style="list-style-type: none"> • Anti-Fraud Policy • Internal Audit • Supplier Code of Conduct and agreements

Appendix: GRI Standard Disclosures Table

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISION
GENERAL DISCLOSURES			
ORGANIZATIONAL PROFILE			
102-1	Name of the organization	88	
102-2	Activities, brands, products, and services	88	
102-3	Location of headquarters	88	
102-4	Location of operations	88	
102-5	Ownership and legal form	88	
102-6	Markets served	88	
102-7	Scale of the organization	88	
102-8	Information on employees and other workers	20	
102-9	Supply chain	71	
102-10	Significant changes to the organization and its supply chain	88	
102-11	Precautionary Principle or approach	88	
102-12	External initiatives	13, 34	
102-13	Membership of associations	13	
STRATEGY			
102-14	Statement from senior decision-maker	4-5	
ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behavior	24	
GOVERNANCE			
102-18	Governance structure	12	
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	10	
102-41	Collective bargaining agreements	20	
102-42	Identifying and selecting stakeholders	10	
102-43	Approach to stakeholder engagement	10	
102-44	Key topics and concerns raised	9	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISION
REPORTING PRACTICE			
102-45	Entities included in the consolidated financial statements	88	
102-46	Defining report content and topic boundaries	88	
102-47	List of material topics	11	
102-48	Restatements of information	-	
102-49	Changes in reporting	88	
102-50	Reporting period	88	
102-51	Date of most recent report	88	
102-52	Reporting cycle	88	
102-53	Contact point for questions regarding the report	89	
102-54	Claims of reporting in accordance with the GRI Standards	88	
102-55	GRI content index	80-81	
102-56	External assurance	89	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISION
TOPIC SPECIFIC GRI STANDARD			
PROCUREMENT PRACTICES			
103-1	Explanation of the material topic and its Boundary	71-73	
103-2	The management approach and its components	71-73	
103-3	Evaluation of the management approach	71-73	
204-1	Proportion of spending on local suppliers	71-73	
ANTI-CORRUPTION			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	83	
103-3	Evaluation of the management approach	83	
205-1	Operations assessed for risks related to corruption	37	
205-2	Communication and training about anti-corruption policies and procedures	37	
205-3	Confirmed incidents of corruption and actions taken	37	
ENERGY			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	83	
103-3	Evaluation of the management approach	83	
302-1	Energy consumption within the organization	55	
302-3	Energy intensity	55	
302-4	Reduction of energy consumption	55	
302-5	Reductions in energy requirements of products and services	55	
WATER			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	83	
103-3	Evaluation of the management approach	83	
303-1	Water withdrawal by source	59	
303-2	Water sources significantly affected by withdrawal of water	59	
303-3	Water recycled and reused	59	

Appendix: GRI Standard disclosures table

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
BIODIVERSITY			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	83	
103-3	Evaluation of the management approach	83	
304-2	Significant impacts of activities, products, and services on biodiversity	70	
304-3	Habitats protected or restored	70	
EMISSIONS			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	83	
103-3	Evaluation of the management approach	52-54	
305-1	Direct (Scope 1) GHG emissions	84	
305-2	Energy indirect (Scope 2) GHG emissions	84	
305-4	GHG emissions intensity	84	
305-5	Reduction of GHG emissions	54	
WASTE			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	83	
103-3	Evaluation of the management approach	62-63	
306-1	Waste generation and significant waste-related impacts	62-63	
306-2	Management of significant waste-related impacts	62-63	
306-3	Waste generated	62-63	
306-4	Waste diverted from disposal	62-63	
306-5	Waste directed to disposal	62-63	
ENVIRONMENTAL COMPLIANCE			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	83	
103-3	Evaluation of the management approach	83	
307-1	Non-compliance with environmental laws and regulations	-	
SUPPLIER ENVIRONMENTAL ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	81	
103-3	Evaluation of the management approach	71-73	
308-1	New suppliers that were screened using environmental criteria	71-73	
EMPLOYMENT			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	83	
103-3	Evaluation of the management approach	20	
401-1	New employee hires and employee turnover	20, 82	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	25	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
TRAINING AND EDUCATION			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	83	
103-3	Evaluation of the management approach	28-30	
404-1	Average hours of training per year per employee	28-30	
404-2	Programs for upgrading employee skills and transition assistance programs	28-30	
DIVERSITY AND EQUAL OPPORTUNITY			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	83	
103-3	Evaluation of the management approach	31-32	
405-1	Diversity of governance bodies and employees	31-32	
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	20	
103-3	Evaluation of the management approach	20	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	20	
CHILD LABOR			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	35, 85-87	
103-3	Evaluation of the management approach	35, 85-87	
408-1	Operations and suppliers at significant risk for incidents of child labor	35, 85-87	
FORCED AND COMPULSORY LABOR			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	83	
103-3	Evaluation of the management approach		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		
HUMAN RIGHTS ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	33-35	
103-3	Evaluation of the management approach	33-35	
412-1	Operations that have been subject to human rights reviews or impact assessments	85-87	
412-2	Employee training on human rights policies or procedures	85-87	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	85-87	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
LOCAL COMMUNITIES			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	43-49	
103-3	Evaluation of the management approach	43-49	
413-1	Operations with local community engagement, impact assessments, and development programs	43-49	
SUPPLIER SOCIAL ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	71-73	
103-3	Evaluation of the management approach	71-73	
414-1	New suppliers that were screened using social criteria	71-73	
PUBLIC POLICY			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	36-37	
103-3	Evaluation of the management approach	36-37	
415-1	Political contributions	36-37	
CUSTOMER HEALTH AND SAFETY			
103-1	Explanation of the material topic and its Boundary	83	
103-2	The management approach and its components	38-41	
103-3	Evaluation of the management approach	38-41	
416-1	Assessment of the health and safety impacts of product and service categories	38-41	

Appendix: Sustainability Accounting Standards Board disclosures table

ACCOUNTING METRICS					
SASB TOPIC	RELATED SASB CODE	SASB METRIC	CATEGORY	UNIT OF MEASURE	2022
Energy management	SV-HL-130a.1	Total energy consumed	Quantitative	Giga hour (GWh)	In 2022, RHG's total energy consumption was 1.895 GWh.
		Percent total energy from grid electricity		Percentage (%)	In 2022, 94% of energy consumed was from grid electricity.
		Percent total energy from renewables		Percentage (%)	In 2022, 6% of energy consumed was from renewable electricity.
Water management	SV-HL-140a.1	Total water consumed per square meter	Quantitative	Liters	In 2022, the water consumption per square meter was 1,552 liters per square meter.
		Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress			In 2022, RHG's total water consumption is 12.1 million cubic meters, out of which, 23% of water consumption is from countries with extremely high baseline water stress and 17% consumption is from high water stress countries.
Waste management	FB-RN-150a.1	Percent diverted from landfills	Quantitative	Percentage (%)	In 2022, 31% of RHG waste is diverted from landfills.
Ecological Impacts	SV-HL-160a.2	Description of environmental management policies and practices to preserve ecosystem services	Discussion & Analysis	N/A	Responsible Business Report 2022 section on Biodiversity, Responsible Business and Environmental policy, Contentious food policy and Supplier Code of Conduct
Labor practices	SV-HL-310a.1	Voluntary and involuntary turnover rate for lodging facility employees	Quantitative	Rate	In 2022, RHG's voluntary turnover rate for managed team members (HODs and above) was 3%.
	SV-HL-310a.4	Description of policies and programs to prevent worker harassment	Discussion & Analysis	N/A	Responsible Business Report 2022 sections on Human Rights including Responsible Recruitment and employment program, Business Ethics and compliance, Diversity, Equity and Inclusion, and policies including Code of Business Ethics, Human Rights Policy, Employment Principles and Supplier Code of Conduct.
Climate change adaptation	SV-HL-450a.1	Number of lodging facilities located in 100-year flood zones	Quantitative	Number	At year-end 2022, 184 lodging facilities were located in 100-year flood zones.
ACTIVITY METRICS					
	RELATED SASB CODE	SASB METRIC	CATEGORY	UNIT OF MEASURE	2022
	SV-HL-000.A	Number of available room-nights	Quantitative	Number	In 2022, RHG had 29.7 million available room nights.
	SV-HL-000.B	Average occupancy rate (%)	Quantitative	Rate	In 2022, the average occupancy was 57%.
	SV-HL-000.C	Total area of lodging facilities	Quantitative	Square meters (m ²)	At year-end 2022, the total area of our lodging facilities was 7.8 million square meter.
	SV-HL-000.D	Number and percentage of managed lodging facilities ¹	Quantitative	Number	At year-end 2022, RHG had 299 managed lodging facilities (representing 42% of our portfolio).
		Number and percentage of owned and leased lodging facilities ²		Percentage (%)	
		Number and percentage of franchised lodging facilities ³			

Appendix: Risks and mitigation overview on materiality topics

MATERIALITY TOPIC	IMPORTANCE OF RISKS, RISK MANAGEMENT AND MITIGATION	PAGE NUMBER	SECTION
Guest awareness	Gives insights to help hotels prioritize sustainability actions and outperform competitors and enables RHG to identify which hotels performance better.	17	Awards and Recognition
Youth employment	Reducing youth unemployment is a global responsibility. RHG addresses the issue of unemployment and offer easy training, employment access and job opportunities to vulnerable and underprivileged youth.	20	Employment and Employability
Talent management and employability	Recognizing that developing our teams is critical for business success and to unlock the potential within our teams it is essential that we make a commitment to delivering consistent performance management.	26	Talent Management
People development	Helping us to achieve our vision of becoming one of the top three hotel brands in the world and to make RHG the company of choice for talent. People are at the core of everything we stand for - and what hospitality is all about.	28	People Development
Equity, Diversity and inclusion	Fostering a culture and workplace that celebrates diversity and inclusion, ensuring equal opportunities for everyone. Guests and our talent deserve a safe environment in which they are valued for who they are.	31	Diversity, Equity and Inclusion
Protection of human rights	Striving to conduct all business operations in a way that seeks to promote and enhance human rights within our sphere of influence, abiding by the UN Guiding Principles on Business and Human Rights and being committed to raising awareness of human rights risks and to addressing risks that arise in the labor supply chain.	33	Human Rights
Responsible recruitment	Helping to ensure RHG takes a proactive approach to preventing forced labor in its operations and the wider value chain by promoting responsible recruitment and employment practices.	34	Human Rights
Business conduct, ethics and compliance	Enabling us to take positions on key issues of business ethics with a single voice. All interactions of our team members, partners, stakeholders, and local communities need to be based on the highest principles of business ethics.	36	Business Ethics and Compliance
Anti-corruption and anti-bribery	Complying with all applicable laws and regulations and conducting business in a manner consistent with RHG's commitment to doing business with integrity, mitigating the risk of corruption and bribery.	37	Business Ethics and Compliance
Safety and Security	Ensuring the safety and security of guests, team members and business partners, creating an environment where their safety and security are always a top priority. The Safety and Security program protects the different stakeholders, properties and brand reputation.	38	Safety and Security
Community development and engagement	Aiming to addresses the risks of poverty, hunger, lack of quality education and the availability of clean water and sanitation, globally and in the communities where we operate.	44	Community Engagement
Local volunteering	Focusing on giving back to the community by social and environmental volunteering. Our teams donate their time and effort to supporting numerous initiatives designed to have a positive impact on the local area.	44	Community engagement
Disaster support	Empowering team members to come together to make a difference by initiating or supporting a variety of disaster relief initiatives, to mitigate impacts of potential disasters and disruption of livelihoods and associated economic damage.	48	Disaster Relief
Climate action	Reducing RHG's carbon footprint to help limiting the impact of global warming and climate change for our communities, the natural environment, and the wider value chain. Working towards net-zero CO2e by 2050 enables RHG to be future proof.	52	Net Zero Commitment
Water stewardship	Focusing to ensure water use is equitable throughout the communities in which we operate. RHG's water stewardship efforts include reducing its water footprint and supporting local communities who live in water scarce areas around the world - helping to provide safe drinking water, sanitation, and hygiene.	59	Water Footprint
Sustainable buildings	Expecting up to 75% of today's buildings, including hotels, to still be in use by 2050, RHG prioritizes sustainable standards for new builds and retrofitting existing hotels at scale to meet net-zero targets.	60	Sustainable Buildings
Responsible supply chain	Promoting sustainability in our supply chain and working with sustainable suppliers to provide integrated projects and solutions for our hotels, reducing environmental, social, and reputational risks in the supply chain.	61	Responsible Supply Chain
Responsible consumption	Working with suppliers to prevent waste, driving development of circular models, increase recycling, reducing the volume of waste that goes to landfill, which addresses waste-related and reputational risks and costs associated.	62	Responsible Consumption
Eco-labels	Striving to ensure our hotels operate in the most sustainable way possible as sustainability is an important factor in our guests' decision to stay with us. Gaining third-party eco-label of our hotel's sustainability efforts ensures the hotel's sustainability achievements are fully transparent and credible.	64	Eco-Labels
Food and Beverage	Addressing a significant part of RHG's carbon footprint, which originates in our Food and Beverage operations, reducing the use of meat options and ensuring decent welfare standards for animals are being promoted.	68	Responsible Food and Beverage
Biodiversity protection and restoration	Integrating biodiversity safeguards, reducing carbon emissions, the impact of pollution and the unsustainable use of resources, and to protect and restore nature and its wildlife.	70	Biodiversity

Appendix: Carbon footprint performance

With approved science-based targets, RHG committed and confirmed that it will reduce its absolute Scope 1 and Scope 2 GHG emissions by 46% by 2030, from a 2019 base year.

RHG also commits to reduce absolute scope 3 GHG emissions from fuel and energy related activities and franchises 27.5% within the same time frame.

RHG closely tracks and reports on key environmental, social, ethical and economic topics. We streamline Think Planet data collection for Asia Pacific, Europe, Middle East and Africa to monitor progress, identify priorities and opportunities.

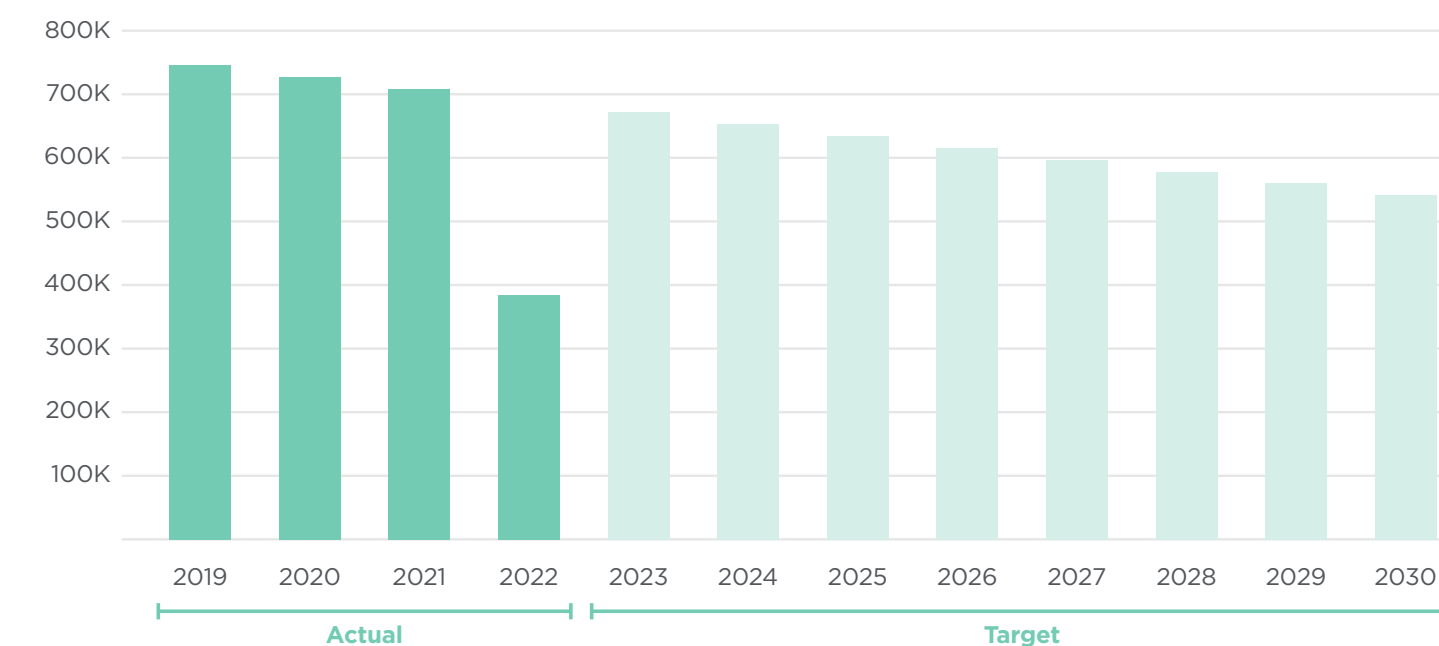
Transparent external reporting enables stronger stakeholder engagement and collaboration. It also allows RHG to perform industry benchmarking for its overall Responsible Business performance. We have obtained independent external consulting for the data in the greenhouse gas emissions performance table.

GREENHOUSE GAS EMISSIONS	2022	2021	2020	2019 - BASELINE
SCOPE 1 DIRECT EMISSIONS				
Emissions (MT CO ₂ e)	155,352	133,939	111,012	133,198
Emissions intensity (MT CO ₂ e/m ²)	20	18	16	19
Emissions intensity (MT CO ₂ e/OR)	10	12	14	8
SCOPE 2 INDIRECT EMISSIONS				
Market-based emissions (MT CO ₂ e)	457,411	424,836	373,438	522,821
Market-based emissions intensity (MT CO ₂ e/m ²)	59	30	53	76
Market-based emissions intensity (MT CO ₂ e/OR)	31	40	48	33
TOTAL SCOPE 1 + 2 EMISSIONS				
Market-based emissions (MT CO ₂ e)	612,763	558,775	484,450	656,019
Market-based emissions intensity (MT CO ₂ e/m ²)	79	74	69	95
Market-based emissions intensity (MT CO ₂ e/OR)	40	52	62	42
SCOPE 3 EMISSIONS				
Franchises — emissions (MT CO ₂ e)	381,146 **	734,455	455,469	742,436
Franchises — emissions intensity (MT CO ₂ e/m ²)	89	74	48	80

RHG science-based target progress and trajectory scope 1 and scope 2 (MT CO₂e)



RHG science-based target progress and trajectory scope 3 franchises and fuel and energy related activities (MT CO₂e)**



* Totally 75% of 2022 carbon footprint data of scope 1 and 2 is from actual sources. Remaining data has been extrapolated.

** Scope 3 absolute emissions of franchises in 2022 have significantly been reduced due to the acquisition of the franchised business and intellectual property of Radisson Hotel Group Americas by Choice Hotels International in June 2022. SBTi baseline need to be recalculated.

Appendix: Radisson Hotel Group Slavery and Human Trafficking Statement 2023

Our aim is to combat and eliminate any form of modern slavery, and to operate hotels free of child exploitation and forced, bonded, or compulsory labor. We apply these principles to our operations and in our supply chain. This is our 7th Slavery and Human Trafficking Statement.

Previous Slavery and Human Trafficking Statements can be found [here](#).

ORGANIZATIONAL STRUCTURE, OUR BUSINESS AND SUPPLY CHAINS

ABOUT RADISSON HOTEL GROUP

Radisson Hotel Group (RHG) is one of the world's largest hotel groups with nine distinctive hotel brands, and more than 1,100 hotels in operation and under development in 100 countries globally. The Group's overarching brand promise is Every Moment Matters with a signature Yes I Can! service ethos.

The RHG portfolio includes Radisson Collection, Radisson Blu, Radisson, Radisson RED, Radisson Individuals, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, and prizeotel brought together under one commercial umbrella brand Radisson Hotels. It also operates the Radisson Rewards loyalty program for frequent hotel guests.

More than 70,000 team members work at RHG and at the hotels licensed to operate in its systems. RHG is directly involved in the operation of leased and managed hotels, while franchise owners and their managers have control over the operations of the franchised hotels. This statement applies to RHG hotels in Asia Pacific, Europe, Middle East and Africa. RHG is headquartered in Brussels, Belgium.

GOVERNANCE AND RECOGNITION

At RHG, we believe that people are at the core of everything we stand for. RHG's vision is to become the brand of choice for guests, owners, and talent. Our people-centric culture plays an important role in our business transformation and in our future business success. RHG abides by the UN Guiding Principles on Business and Human Rights, which are embedded in our policies and procedures. They are consistent with our core beliefs and commitment to be an ethical business.

RHG endeavors to conduct its business operations in a manner that seeks to promote and enhance human rights within its sphere of influence. RHG is committed to raising awareness of human rights risks

and address risks arising in the labor supply chain. This commitment is aligned with, and supported by, our Code of Business Ethics and the principles of the United Nations Global Compact. RHG has been a signatory to the Global Compact since 2009.

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

EMPLOYMENT AND EMPLOYABILITY

In 2022, RHG counted 146 nationalities amongst our team members. Women comprise 37% of our team members while 63% are men. RHG accounts 1% of team members with a disability. The vast majority of team members, 93%, have a full time or part time contract. The remaining 7% have a contract without a fixed amount of hours. Of our total workforce, 13% is outsourced labor, mainly for housekeeping, security, food & beverage and gardening services.

WORKPLACE COOPERATION

Collective bargaining agreements cover 33% of our team members. Of the hotels operating in countries, where this is not possible, 70% of hotels practice other forms of workplace cooperation. This allows management and team members to consult with each other to improve team members' welfare and develop mutually acceptable solutions for common challenges.

COMMITMENT TO COMBAT MODERN SLAVERY

RHG is committed to combatting modern slavery and human trafficking, educating team members on the issues, and encouraging our partners, stakeholders, and the broader business community to take a stand against slavery and human trafficking.

We operate to high standards and advocate socially and environmentally sustainable business practices. Our aim is to address vulnerabilities in the hospitality industry, combat and eliminate any form of modern slavery and to operate our business without modern slavery, sexual exploitation, exploiting of children and child labor, servitude, or forced, debt bonded, or compulsory labor.

RHG strives to ensure that:

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

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

TEAM INVOLVEMENT

Teams across the organization, and from different countries, are involved in our anti-slavery and anti-trafficking initiatives. Strategy and follow-up are coordinated by the corporate Responsible Business department, working closely with the Procurement team, and Human Resources, both centrally and in the different geographical areas in Asia Pacific, Europe, Middle East, and Africa.

STRUCTURE OF OUR SUPPLY CHAIN

RHG carefully selects suppliers who offer purchase goods or services. RHG's supply chain consists of suppliers who provide goods and services to leased, managed, and franchised hotels. Our supply chain has three types of supplier categories: local, regional, and corporate. Corporate and regional suppliers are managed by our corporate procurement team, via centralized and regional procurement agreements. These suppliers provide a variety of products and services including staffing, operational supplies and equipment, furniture, fixtures and equipment, food, drinks, amenities, linen, and cleaning supplies. Local suppliers are managed at the hotel level.

POLICIES AND PRINCIPLES

CODE OF BUSINESS ETHICS

Our Code of Business Ethics enables all RHG team members to take positions and act on key issues of business ethics with a single voice. It's a commitment to do what is right, to demonstrate and live our values, rules of conduct and behavior and principles of action. The Code applies to all hotels owned, leased and managed by RHG, and it applies to Director Officers, team members, agents of RHG and its subsidiaries and associated companies. It is distributed to all team members.

It's paramount that all team members know and understand the Code, act consistently with the Code and, if in doubt, seek guidance from their team manager, human resources manager or the legal department. Management teams must be a role module, lead by example and maintain, promote and act in accordance with the Code in their daily work.

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

The Code of Business Ethics was updated in 2022 to align globally and to incorporate the most recent legislative needs and changes. It responds to finding sin the RHG global internal audit.

HUMAN RIGHTS POLICY AND COMMITMENTS

RHG is committed to maintaining a high standard of business ethics, honesty and integrity. The key human rights and employment principles are grouped into three documents.

Our Human Rights Policy and Human Rights Commitments cover the Group's engagement on issues such as ethical business conduct, protection of children's rights, combating modern slavery and human trafficking, protection of migrant workers, and protection of team member rights.

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

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

SUPPLIER CODE OF CONDUCT

Our Supplier Code of Conduct contains obligations for suppliers and sub-suppliers and the broader business community. It requires them

Appendix: Radisson Hotel Group Slavery and Human Trafficking Statement 2023

to take a stand against modern slavery and human trafficking. The Supplier Code of Conduct supplements the Code of Business Ethics. Its principles represent the minimum social and environmental sustainability standards that RHG expects its suppliers to achieve.

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

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

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

RESPONSIBLE BUSINESS POLICY

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

DUE DILIGENCE PROCESSES

AUDITS

Every hotel undergoes an internal audit every second year. Elements of the audit include control of background checks for all positions that handle cash as a part of their role, or other sensitive positions. The background check must be done by an external company. Other elements are checked including supplier contract approval, work permits for team members from outsourced companies, reference checks on other partners of suppliers, and background checks on outsourced team

members in Accounting & Finance, Human Resources, Security, IT, Front Office, and Food & Beverage. An outsourced company cannot subcontract any activities delivered to the hotel without written approval from RHG. In 2022, 30% of our managed and leased hotels in EMEA have been audited.

RESPONSIBLE RECRUITMENT

Hotels aim to apply responsible recruitment practices when recruiting outsourced team members and 81% of hotels undertake background checks on recruitment agencies. To mitigate the risk of modern slavery and human trafficking, RHG uses the responsible recruitment framework. The framework for our hotels includes the use of a toolkit, which support our recruitment practices.

RESPONSIBLE RECRUITMENT TOOLKIT

The responsible recruitment toolkit provides guidance on how to prevent modern slavery, promote ethical recruitment practices and details of how to engage with recruits and team members using worker interviews, how to increase awareness of modern slavery amongst team members, how to approach a recruitment agency, and what due diligence to conduct.

The toolkit also supports hotel management teams in their efforts to prevent modern slavery, especially with outsourced labor. The toolkit has been rolled out to all geographic areas in Asia Pacific, Europe, the Middle East, and Africa. In 2022, 73% of our hotels actively used the toolkit. The Leading Responsible Business training for all Head of Departments and General Managers includes a specific training module on how to use the toolkit. In 2021, the RHG responsible recruitment toolkit was reviewed by the UN International Organization of Migration (IOM) and recommendations have been implemented in 2022.

SELF-ASSESSMENT QUESTIONNAIRE

One of the elements of the toolkit is the hotel self-assessment questionnaire (SAQ). RHG has created this assessment tool with specialized human rights consultancy Verité. The SAQ allows our hotels to identify potential gaps and vulnerabilities in the recruitment processes. The SAQ is designed to gather information on risks of forced labor and human trafficking that hotels may be facing, and ultimately to help hotels and its third-party intermediaries to detect, remediate, and mitigate risks of labor abuse. It assesses the risk of forced labor or human trafficking in the business processes of third-party intermediaries

which provide services related to the recruitment, selection, hiring, transportation, training, and management of migrant workers.

MIGRANT WORKER INTERVIEWS

Another element of the toolkit is the migrant worker interviews template. This document provides a set of interview questions to use when conducting targeted migrant and foreign contract worker interviews. This tool is used to guide the hotel and help identify possible cases of abuse or recruiter-induced human trafficking.

REMEDIATION PLAN

One more developed element of the toolkit is the remediation plan. The plan provides for or cooperate in the remediation of human rights risks and abuses that may be identified during assessments. It provides the team with guidance on what actions to take when certain risks are identified, and cases of forced labor are uncovered or reported during assessments.

ETHICS PLATFORM

A cornerstone of our Code of Business Ethics implementation is ethics. radissonhotels.com, a website run by an independently operated third-party organization. Team members can use this site to find information on our Code of Business Ethics and report concerns anonymously. Any team member 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 team member can report the issue online. The ethics leadership group will investigate any specific report, in an independent role, steered by the internal audit team. The site is available in 11 languages and can be utilized by all team members, outsourced team members, and agency workers. Of the 21 reports made in in 2022, none involved allegations concerning modern slavery and human trafficking.

SUPPLY CHAIN DUE DILIGENCE

SUPPLY CHAIN VISIBILITY

For RHG to understand and control the business risk to our supply chain, we use a range of tools to increase supplier and supply chain visibility, from for contact with supplier to ongoing annual reviews.

RHG has overarching accountability for the standards of our supply chain, the treatment of our team members and the safety of our guests. The products, services, and activities of our suppliers may impact

our reputation, affecting our level of trust with other stakeholders. It is imperative that the Group's suppliers follow the Supplier Code of Conduct and request the same from their supply chain, including third-party labor agencies.

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

TENDERING PROCESS

The first supplier engagement goes through the Request for Information (RFI) tendering process. This allows RHG to evaluate new and potential suppliers during the first phase of the tender process. The RFI contains multiple criteria, including a set of knock out criteria, allowing RHG to evaluate the supplier's financial, environmental, labor and human rights status before signing a contract. We request all suppliers to register into EcoVadis or a similar supply chain assessment solution and provide reasonable evidence of compliance with RHG's Supplier Code of Conduct on request. The provided supplier information is assessed, and non-compliance is discussed with the individual supplier accordingly.

SUPPLIER CONTRACT

RHG is committed to, advancing the United Nations Global Compact's ten universally accepted as well as the UN Sustainable Development Goals. This is reflected in the Supplier Code of Conduct, which is attached to our standard supplier contract. The contract also refers obligations for suppliers, sub-suppliers and the broader business community including a clause against modern slavery and human trafficking.

RISK MAPPING ANALYSIS

RHG uses a risk mapping analysis as part of our supplier due diligence to enable us to understand supplier performance. Input from the hospitality risk-rating tool was used for the analysis. The industry risk rating tool, created by RHG and other members of the Sustainable Hospitality Alliance, allows hotels to obtain a more complete overview of our supplier risk profile. The rating weights various criteria including geographic risk, industry, spend, volume, workforce risk, resources, impact, and likelihood of success. The framework allows RHG to prioritize its focus and to address low-level involvement of risk management with suppliers.

¹ EMEA

Appendix: Radisson Hotel Group Slavery and Human Trafficking Statement 2023

To allow capacity building, RHG partners with EcoVadis to assess the groups' suppliers on environmental, social, ethical and sustainable supply criteria, and to support continuous improvement process. In 2022 RHG extended the EcoVadis evaluation process to the group's suppliers through the risk analysis tool and the supplier platform evaluation tool. The average labor and human rights performance of all suppliers reviewed is 59.5%.

VIOLATIONS OF OUR SUPPLIER CODE OF CONDUCT

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

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

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

TRAINING RESPONSIBLE BUSINESS TRAINING

We endeavor to educate and facilitate our team members to make conscious decisions in favor of environmental, ethical, and social issues every day, both in their private and work lives. The awarded Responsible Business training program equips team members in the hotels and offices with expertise and skills on an array of topics, including a special

emphasis on roles hotels play in tackling modern day exploitation. We train all our team members to recognize the risks of modern slavery, sexual exploitation and human trafficking in our operations and the supply chain. We explain the benefits of strong measures to tackle slavery and human trafficking, as well as the consequences of failing to combat these problems. Training compliance is measured on an ongoing basis.

COMBATTING MODERN SLAVERY TRAINING

As part of the responsible recruitment toolkit, a specific training module is used to increase awareness of modern slavery. It provides guidance on due diligence processes. The training includes information on responsible practices and the use of the toolkit and used by Area and Hotel HR teams and recruiters.

Additionally, RHG included the publicly available online e-learning focusing on risks in the labor supply chain. The 'Risks of modern slavery in labor sourcing' training, made available through the membership network of the Sustainable Hospitality Alliance, is designed to support human resources, procurement, and legal teams to identify and address the risks of modern slavery in hotel operations and the supply chain. The training also includes real-life case studies to underpin the learnings.

CHILD PROTECTION AND ANTI-TRAFFICKING

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

INDUSTRY CAPABILITY BUILDING SUSTAINABLE HOSPITALITY ALLIANCE

The hospitality industry can be a force for good and make a positive contribution to tackle modern slavery and human trafficking. RHG is a member of the Sustainable Hospitality Alliance and together we work to address challenges, share our expertise and develop practical solutions to enable the whole industry to operate responsibly and grow sustainably.

As part of the Alliance, we collectively work to raise awareness of human rights risks, embed human rights into corporate governance, and address risks arising in the labor supply chain and during construction. RHG is committed to industry Principles on Forced Labor to address human rights risks in the labor supply chain. These state that every worker should have freedom of movement, no worker should pay for a job, and no worker should be indebted or coerced to work. As active member, RHG participates in the Human Rights work group.

INTERNATIONAL ORGANIZATION FOR MIGRATION

As part of a multi-year partnership between International Organization for Migration (IOM) and the Sustainable Hospitality Alliance, RHG has been actively involved in projects to promote ethical recruitment and protect migrant workers in the hospitality industry. The partnership has leveraged the multi-stakeholder model of the IOM's IRIS: Ethical Recruitment initiative to promote regular pathways for migrant workers and protect them throughout the labor migration process.

Additionally, in 2021, RHG has been involved in the Aligning Lenses Towards Ethical Recruitment (ALTER) project, a collaboration with IOM Philippines, Blas F. Ople Policy Center, Diginex and the Sustainable Hospitality Alliance, funded by Global Fund to End Modern Slavery (GFEMS). Key outputs for hospitality employers include a digital labor migration process mapping tool and an ethical recruitment due diligence toolkit. The process included hotel assessments, worker interviews and recruitment agency consultations. Overall findings have been utilized to strengthen capacity building and remediation planning.

FUTURE STEPS

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

Over the coming year we plan to:

- Invest in new technology, processes and data analysis system to help us have a greater visibility of our social and environmental sustainability performance.
- Digitalize the tools on the responsible recruitment framework further providing easy access for hotel teams.
- Continue the refresher training for hotel teams to use the Responsible Recruitment toolkit.
- Continue supplier engagement, evaluations and risk mapping analysis for all suppliers of outsourced labor, all corporate suppliers, and all high-risk and high-volume regional suppliers to ensure they are complying with our Responsible Business, Human Rights, and preventing Modern Slavery policies.
- Continue our cooperation with other hospitality industry partners via the Sustainable Hospitality Alliance network and the human rights working group to identify and share best practices and participate in projects.
- Review existing manuals, contracts, standards of operation, and audits to strengthen our aim to combat and eliminate any form of modern slavery.

SIGNED BY THE BOARD

This annual statement for the full financial year 2022 was approved by the Board of Directors of Radisson Hotel Group.



Mingju Ma
Chairman

Appendix: Scope and Boundaries of this Report

Radisson Hotel Group is an international hotel group with nine distinctive hotel brands, and more than 1,100 hotels in operation and under development in over 95 countries and territories.

The Radisson family of brands portfolio includes Radisson Collection, Radisson Blu, Radisson, Radisson RED, Radisson Individuals, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, and prizeotel brought together under one commercial umbrella brand Radisson Hotels.

The 2022 Responsible Business Report describes the most material corporate responsibility and sustainability aspects of the operations of Radisson Hotel Group, not the full range of our actions and data. Unless otherwise stated, the information in this report refers to the calendar year 2022.

This report relates to the Radisson Hotel Group portfolio for Asia Pacific, Europe, Middle East, and Africa, unless otherwise stated. This includes 718 properties which were in operation on 31 December 2022. For all hotels, including those that were opened or discontinued their operations in 2022, data is only reported for the months they were in operation. RHG has limited the reporting boundaries to areas in which the company has full control over data collection and information quality. Downstream impacts are generally excluded as we do not currently have reliable tools to measure their effect.

This report contains information about RHG's Environmental, Social and Governance (ESG) strategy and performance. The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option see [here](#) and integrates the recommendations of the Sustainability Accounting Standards Board (SASB) see [here](#).

Our business entity

Radisson Hotel Group is represented by Radisson Hospitality AB, managing hotels in operation in Europe, Middle East, Africa and Asia Pacific. Radisson Hospitality AB is headquartered in Brussels, Belgium.

Since 2019, Radisson Hotel Group is part of Jin Jiang International. Jin Jiang International Co., Ltd. is the leading travel and hospitality conglomerate, headquartered in Shanghai, China and is the second-largest hotel group by the number of rooms in the world. (Source: MKG Ranking 2022).

In June 2022, Radisson Hotel Group and Choice Hotels International, Inc. entered into an agreement whereby Choice Hotels International acquired the franchise business, operations and intellectual property of Radisson Hotel Group Americas.

This report includes Radisson Hospitality AB's 21st annual Responsible Business Report. Data refers to our hotels in operation in Europe, Middle East, Africa and Asia Pacific. Specific hotel data including franchised hotels is indicated with 

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



Appendix: Auditors Report

AUDITOR'S REPORT ON THE STATUTORY SUSTAINABILITY REPORT

To the general meeting of the shareholders in Radisson Hospitality AB, corporate identity number 556674-0964

ENGAGEMENT AND RESPONSIBILITY

It is the board of directors who is responsible for the statutory sustainability report for the year 2022 and that it has been prepared in accordance with the Annual Accounts Act.

THE SCOPE OF THE AUDIT

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

OPINION

A statutory sustainability report has been prepared.

Stockholm, 29 March 2023 PricewaterhouseCoopers AB

Signed by
Eric Salander
Authorized Public Accountant

Auditor in charge
Karin Wannfors
Authorized Public Accountant

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 [radissonhotels.com/cares](https://www.radissonhotels.com/cares)

 [youtube.com/radissonhotelgroup](https://www.youtube.com/radissonhotelgroup)

Responsible Business team
responsiblebusiness@radissonhotels.com

RHG RADISSON
HOTEL GROUP

RADISSON
COLLECTION

Radisson **BLU**

Radisson

RED
Radisson

RADISSON
Individuals.

PARK
PLAZA

park inn
by Radisson

COUNTRY
INN & SUITES
BY RADISSON

prizedotel

RADISSON
REWARDS

RADISSON
HOTELS

RADISSON
MEETINGS

#RADISSONCARES