

RADISSON
HOSPITALITY

EVERY MOMENT MATTERS

RESPONSIBLE BUSINESS REPORT 2018



RADISSON
REWARDS

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RADISSON
MEETINGS

CONTENTS



INTRODUCTION	3
ABOUT RADISSON HOSPITALITY	4
LETTER FROM THE CEO	6
HIGHLIGHTS 2018	9
EVERY MOMENT MATTERS	10
MATERIALITY & STAKEHOLDERS	11
ORGANIZATION & GOVERNANCE	13
MEMBERSHIPS	15
GLOBAL & INDUSTRY GOALS	16
RECOGNITION	17
THINK PEOPLE	18
THINK COMMUNITY	38
THINK PLANET	49
APPENDIX	67
ECO-LABELED HOTELS	68
SUSTAINABLE DEVELOPMENT GOALS	72
GLOBAL COMPACT COMPLIANCE	73
GRI STANDARD DISCLOSURES TABLE	74
SLAVERY AND HUMAN TRAFFICKING STATEMENT	76
AUDITOR'S REPORTS / CONTACTS	79

SCOPE & BOUNDARIES

The 2018 Radisson Hospitality AB (Radisson) Responsible Business Report describes the most material corporate responsibility and sustainability aspects of our operations, not the full range of our actions and data. Unless otherwise stated, the information in this report refers to the calendar year 2018.

Unless indicated, achievements mentioned in this report cover all hotels which are managed, leased or franchised by Radisson. This includes 380 properties which were in operation on 31 December 2018. For new hotels that were opened in 2018, or hotels that discontinued operations during the year, data is only reported for the months they were in operation. Radisson has limited the reporting boundaries to areas in which the company has full control over data collection and information quality. Downstream impacts are generally excluded as we do not currently have reliable tools to measure their effect.

Financial data presented in our Responsible Business Report is derived from audited annual accounts. For all external reporting, currencies have been converted to euros (€). Our financial reporting accounting principles and currency conversion rates are stated in Radisson Hospitality 2018 Annual Report. Radisson applies the precautionary principle.

This Responsible Business Report also fulfils the statutory sustainability reporting requirements under the Swedish Annual Accounts Act (based on EU Directive 2014/95). This report has been prepared in accordance with the GRI Standards: Core option.

The Board of Directors have approved the Responsible Business report.

This is Radisson's 13th annual Responsible Business Report.

AT A GLANCE

ABOUT RADISSON HOSPITALITY

Radisson Hospitality AB is one of the largest hotel companies in Europe, the Middle East & Africa (EMEA).

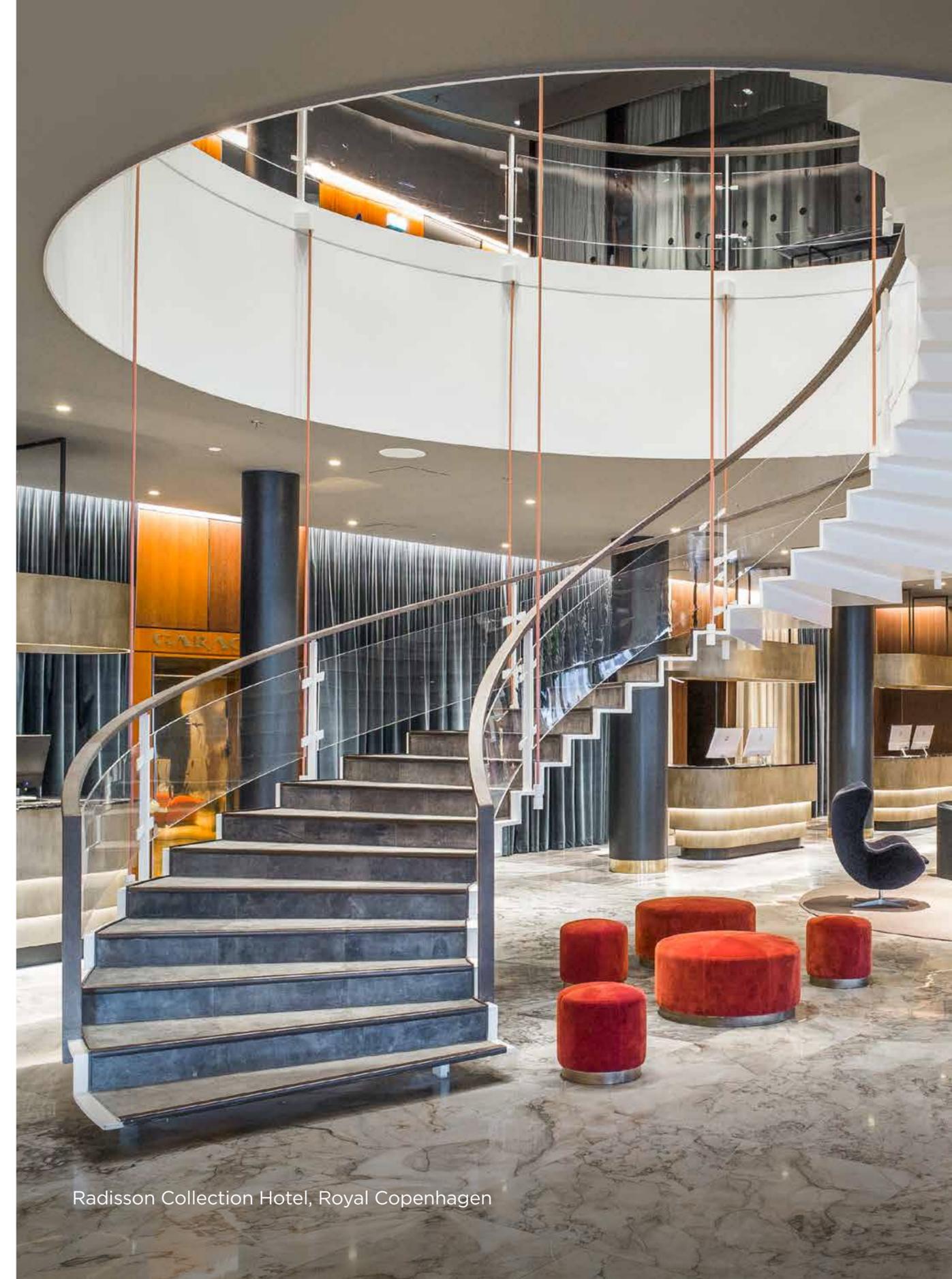
Radisson Hospitality AB is a member of Radisson Hotel Group, the 11th largest hotel group in the world. Through a master franchise agreement with Radisson Hospitality, Inc. – Radisson Hospitality AB operates and develops hotel brands; Radisson Collection, Radisson Blu, Radisson, Radisson RED, and Park Inn by Radisson, across EMEA; along with the Radisson Rewards loyalty program for frequent hotel guests.

Radisson Hospitality AB features a portfolio of almost 500 hotels with more than 100,000 rooms in operation or under development in 78 countries across EMEA. Radisson Hospitality AB and its brands employ 45,000+ team members. Radisson Hospitality AB has an industry-leading Responsible Business Program and has been named one of the World's Most Ethical Companies by the US think-tank Ethisphere nine times.

Radisson Hospitality AB is headquartered in Brussels, Belgium.

For more information on Radisson Hospitality AB, visit www.radissonhospitalityab.com

For more information on Radisson Hotel Group, visit www.radissonhotelgroup.com



Radisson Collection Hotel, Royal Copenhagen



LETTER FROM THE CEO

THINK PEOPLE THINK COMMUNITY THINK PLANET

EVERYONE AT RADISSON IS COMMITTED TO MOVING OUR COMPANY FORWARD WITH REGARDS TO OUR 2022 TARGETS THAT DEFINE HOW WE CARE FOR OUR PEOPLE, OUR COMMUNITIES AND OUR PLANET.

LETTER FROM THE CEO

THINK PEOPLE THINK COMMUNITY THINK PLANET

It has been an exciting year for Radisson Hospitality AB ('Radisson') in terms of our commitments to corporate social responsibility. We have stepped up our efforts to operate in a responsible manner that demonstrates our desire to create a better world for you.

One major change has been the new brand architecture that saw us become Radisson Hotel Group in March 2018. As part of that transformation, we outlined our common vision, the beliefs and the behaviors that we are committed to and this has had a huge impact on how we approach our corporate responsibilities.

As ever, Safety & Security is of paramount importance to every single one of our hotels around the world. Before guests can relax and enjoy memorable moments, they need to know that our teams are providing them with the safest possible environment to stay in.

In response to the UN Sustainable Development Goals and the UK Modern Slavery Act, we continue to support human rights, business ethics, and diversity in all our hotels globally.

Once again, we held our annual Community Action Month in June. This time, it was dedicated to our new global charity partner, SOS Children's Villages – an organization that provides food, shelter and a brighter future for at-risk children.



2.1%
less energy
per m²

207
hotels certified with
Safehotels Alliance

3.5%
reduced water use
per guest night

€1.0m
donated to charity

Throughout 2018, our teams have engaged passionately with their communities and contributed a total of €1m in cash and in-kind; dedicating more than 29,000 hours of volunteering time to local people and organizations.

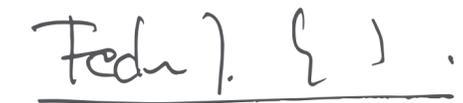
In addition to Radisson's company-wide initiatives, we believe in the wider travel and hospitality industry, along with other partners, and working together can be a powerful force for good. That is why we are proud to participate in significant collaborative initiatives – including the UN Global Compact and the UN CEO Water Mandate – that work towards building a better future for all.

Furthermore, as a member of the International Tourism Partnership (ITP), Radisson has built on its global commitment to focus on carbon, water, youth employment and human rights.

We have a strong future ahead of us, with a strong plan to capture the full potential of our expanding portfolio across the world, a committed team aligned around our core cultural beliefs, and an infallible spirit to make every moment matter.

Everyone at Radisson is committed to moving our company forward with regards to our 2022 targets that define how we care for our people, our communities and our planet.

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



FEDERICO J. GONZÁLEZ

President and CEO, Radisson Hospitality AB
Chairman of the Radisson Hotel Group
Global Steering Committee

RESPONSIBLE BUSINESS HIGHLIGHTS

2018 has been an exciting and memorable year in many ways for Radisson's Responsible Business program. Our main achievements include:

THINK PEOPLE

- 207 hotels certified by Safhotels Alliance
- The third modern slavery and human trafficking statement has been issued
- Radisson Hospitality AB is recognized for the 9th year as one of the world's most ethical companies
- 1.35 million hours of classroom and on-the-job training

THINK COMMUNITY

- €1.0 million donated to charity
- 29,000 volunteering hours were donated by Radisson employees
- The global partnership launch with SOS Children's Villages and Radisson is supporting 219 individual children through child sponsorship in EMEA
- The towel reuse initiative helped to provide more than 24,000 children with safe drinking water for life

THINK PLANET

- 34 hotels are using 100 percent renewable energy
- Carbon offsetting initiative has compensated 48,155 tons of CO₂
- 2.1 percent energy savings per m²
- 3.5 percent water savings per guest-night
- The number of eco-labeled hotels increased to 305, representing 80 percent of hotels

Responsible Business Performance Indicators

Energy per m² (kWh)*



Energy per occupied room (kWh)*



Water Footprint per guest-night (liters)*



Carbon Footprint per guest-night (kgs CO₂e)*



Safhotels Alliance Certification



Eco-labeled Hotels



Guest Recognition Index



*Radisson-managed and leased hotels.



FIVE YEAR OPERATING PLAN

Our actions, large and small, create a wave of positive impact on people, communities and the planet to prove that Every Moment Matters.

At Radisson, we work every day towards building a better collective future. We do that through being a true host and best partner. We strive to be the most ethical company and are constantly adapting to our changing environment. We do all of this because travel matters. It opens our eyes and senses to limitless boundaries. We grow and respectfully do our part to leave our planet better than we found it. It's a commitment that takes all of us and we promise to be the partner that listens and adjusts, evolving together.



THINK PEOPLE

Caring for people in our hotels and the value chain

Ethical business practices are at the core of our culture. Since 2007, our EMEA region has been included in the “World’s Most Ethical Companies” list by Ethisphere. Our ethical practices can be seen every day in the way we treat our people; from customers and team members to suppliers and investors.

This focus on ethical business practices is also reflected in:

- Radisson’s Supplier Code of Conduct, through which we communicate our standards and requirements to suppliers during purchasing processes.
- Radisson’s Human Rights Policy expressing key principles such as non-discrimination or zero tolerance on child labor.
- Global team training and programs that are preventing slavery and human trafficking.

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

We foster an inclusive and diverse culture. Balanced leadership is at the heart of our diversity program at Radisson. We aim to attract and grow top talent and develop male and female leaders within the organization to their full potential.



THINK COMMUNITY

Contributing to communities with Food.Shelter.Future

We strive to provide a global work environment where our team members can live our motto, Every Moment Matters; empowering them to grow, succeed and contribute to the communities where they live and work.

In more than 1,000 destinations around the world, we partner with organizations that work in our communities to provide basic human needs such as food, shelter and create better futures.

This is reflected in:

- Our worldwide partnership with SOS Children’s Villages International who work in 135 countries and territories to ensure that children grow up in a safe and caring family environment, so they can develop and reach their full potential.
- Water, sanitation and hygiene initiatives that help women care for their families and girls attend school instead of fetching water.
- Enabling a better future for vulnerable young people with various programs delivering employability and life skills.



THINK PLANET

A better planet for all

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

- We issue clear targets to reduce our environmental footprint by 10 percent in terms of carbon emissions, water use and waste
- We’ve committed to the International Tourism Partnership 2030 hotel industry goals to reduce our carbon footprint and practice water stewardship within our hotels and our value chain.
- We pledge to align with the requirements of the COP21 climate agreement.
- Commitment to innovation in our service offering for example with Carbon Neutral meetings and the aim to phase out single use plastics in meetings & events.

STAKEHOLDERS

RADISSON'S COMMITMENT TO ITS STAKEHOLDERS IS TO STRIVE TO BE A SUCCESSFUL AND SUSTAINABLE BUSINESS. THIS REQUIRES A DEDICATED APPRECIATION OF THE ENVIRONMENT IN WHICH WE OPERATE.

We have defined the most material topics for our organization in accordance with the Global Reporting Initiative (GRI) process.

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

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

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

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

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

MATERIALITY ASSESSMENT

Radisson must manage the impact of social, ethical, and environmental issues in an ever-evolving world. The group has undertaken a materiality assessment to identify key issues, focus areas, priorities, and opportunities.

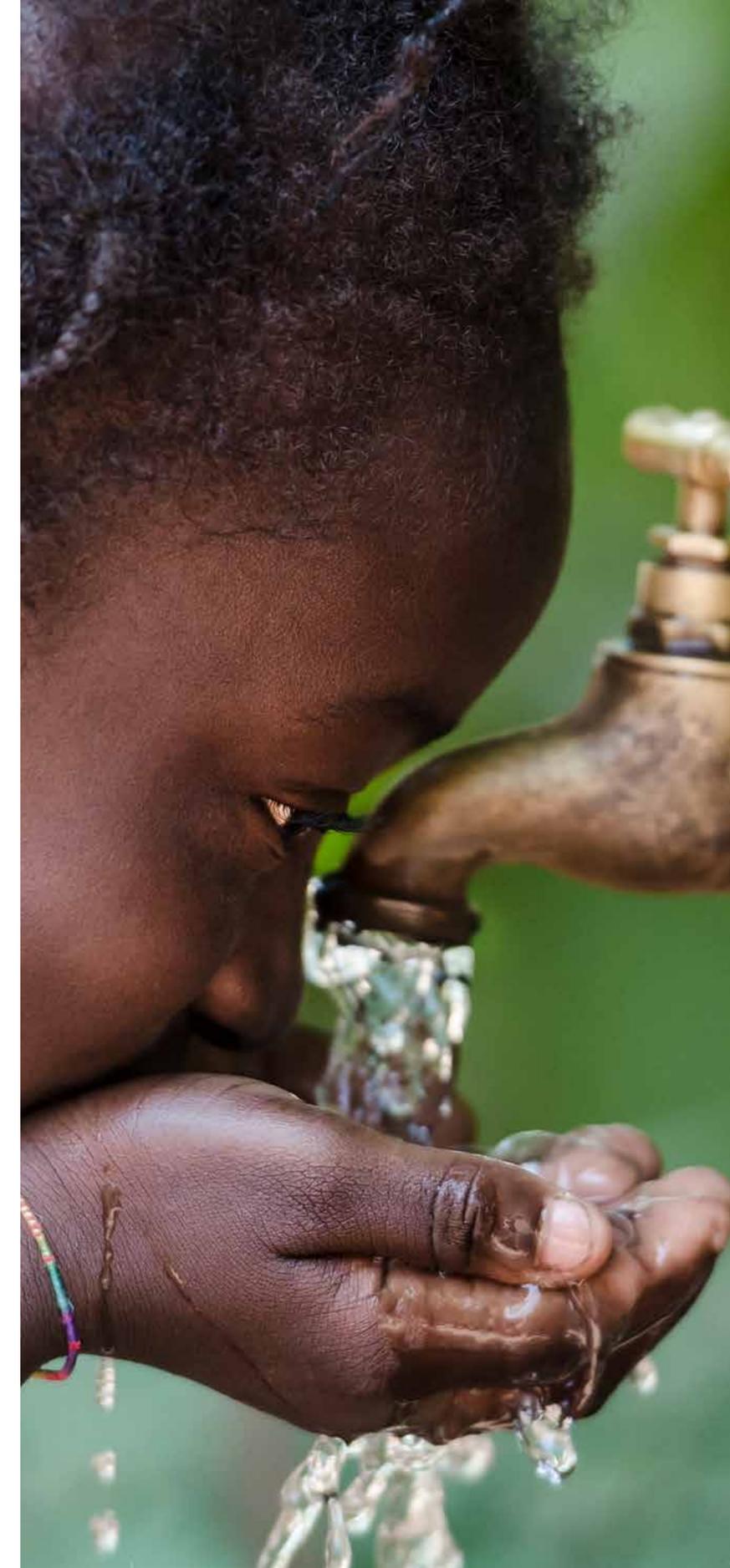
INTERNAL		EXTERNAL
<ul style="list-style-type: none"> • Radisson Hotel Group five-year strategy • Responsible Business strategy • Culture assessment • Stakeholder meetings • Hotel owner meetings 		<ul style="list-style-type: none"> • UN Sustainable Development Goals • Industry stakeholder survey (ITP) • Industry stakeholder dialogue (ITP) • World Economic Forum reports • UNWTO reports • WTTC reports
MATERIALITY ASPECTS OF RADISSON HOSPITALITY AB		
<p>THINK PEOPLE</p> <ul style="list-style-type: none"> • Safety and security • Human rights • Employment and employability • People development • Talent management • Employability • Diversity and inclusion • Business ethics 	<p>THINK COMMUNITY</p> <ul style="list-style-type: none"> • Community development • Community engagement • WASH 	<p>THINK PLANET</p> <ul style="list-style-type: none"> • Carbon footprint • Renewable energy • Energy efficiency • Water stewardship • Waste management • Biodiversity • Responsible supply chain

GLOBAL CONTEXT

2018 marked the third year in which we have worked to implement the UN's Sustainable Development Goals. As a responsible leader in the industry, we are conscious that our Responsible Business targets and actions need to contribute to these important global goals.

For our materiality assessment, Radisson utilized the following internal and external sources:

- Our company's vision and long-term strategy informed our Responsible Business Strategy and targets. In addition to being a key strategic initiative, Responsible Business influenced other essential elements of the plan such as Strategic Sourcing and Meetings and Events.
- The International Tourism Partnership (ITP) Industry Stakeholder Dialogue. ITP is a global platform which brings together leading hotel chains, including Radisson. ITP performed the analysis and mapping of relevant ethical, social, and environmental issues through a stakeholder questionnaire and in-depth interviews. From this, a materiality matrix was developed which hotel chains used as the basis to identify their company's materiality.
- The World Travel & Tourism Council (WTTC) recognizes that security, demographics, resource scarcity, waste management, and business ethics are all issues that will influence how our industry will continue to operate in future. Radisson used this information in support of our materiality matrix.
- Continuous interaction with various stakeholder groups (such as guests, suppliers, employees, local communities, investors, shareholders, owners, and franchisees) through our daily operations and dedicated exchanges and a deeper engagement with individuals, NGO partnerships, and academics.
- External contextual information and research such as the World Economic Forum Yearly Global Risks Report.



ORGANIZATION & GOVERNANCE

RADISSON'S RESPONSIBLE BUSINESS POLICY IS EMBEDDED AT ALL LEVELS OF THE ORGANIZATION. WE COMBINE BOTH TOP-DOWN AND BOTTOM-UP APPROACHES TO ENSURE MAXIMUM ENGAGEMENT IN OPERATIONS AND THE GREATEST IMPACT FOR THE GROUP.



ORGANIZATION

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

REPORTING AND COMPLIANCE

Monthly environmental statistics for managed and leased hotels are collected in the Think Planet section of our financial reporting and consolidation system. All hotels report their full Responsible Business performance in the yearly RB Status Report. The report contains 136 checkpoints on Think People, Think Community, and Think Planet. In 2018, 92 percent of our hotels provided an answer to the status report. Radisson checks the environmental compliance of all hotels.

ENVIRONMENTAL ISSUES

During 2018, two hotels reported environmental compliance issues.

The Park Inn by Radisson Abeokuta (Nigeria) reported that air pollution is caused whenever the hotel's generator switched on. The generator is required to power the hotel during outages in the local grid. The hotel confirmed with local authorities that there are no issues with these emissions.

Park Inn by Radisson Meriton Conference & Spa Hotel Tallinn (Estonia) receives periodic penalties for discharges to water. This is a common issue for all hotels in Tallinn and results in a fine. Working with other hotels in the city who face the same problem, the hotel approached the water authority. The hotel is now evaluating the installation of an on-site sewage filtration system.

MEMBERSHIPS



UN GLOBAL COMPACT

Radisson has been a UN Global Compact signatory since 2009. The UN Global Compact allows companies who want to do business responsibly to align their strategies and operations with Ten Principles on human rights, labor, the environment, and anti-corruption. Signatories take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation. The Compact is the world's largest voluntary corporate sustainability initiative. Over 9,900 business and other stakeholders from 160 countries take part.



INTERNATIONAL TOURISM PARTNERSHIP (ITP)

The International Tourism Partnership (ITP) brings together the world's leading hotel companies to provide a voice for environmental and social responsibility in the industry. Former President and CEO of Radisson, Wolfgang M. Neumann, has been chairman of ITP since June 2015. Radisson continues to play a leading role in ITP, in particular the Youth Career Initiative, the Hotel Carbon Measurement Initiative, Hotel Water Measurement Initiative, and ITP's human rights and human trafficking work.



The CEO Water Mandate

UN CEO WATER MANDATE

Radisson was the first hospitality company to endorse the UN CEO Water Mandate in 2014. The UN CEO Water Mandate is a UN Global Compact Action Platform which mobilizes business leaders on water, sanitation, and the UN Sustainable Development Goals.

Mandate partners work together with the United Nations, civil society organizations, governments, and other stakeholders.



OVERSEAS SECURITY ADVISORY COUNCIL (OSAC)

Radisson is one of the founding members of the Hotel Security Working Group (HSWG) at the US State Department Overseas Security Advisory Council (OSAC). The Working Group exchanges information on potential threats, conducts joint training sessions annually, and enables members to monitor emerging threats. Radisson continues to be one of the leading members of the HSWG.



UN WOMEN EMPOWERMENT PRINCIPLES

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



SUSTAINABLE BRANDS INTERNATIONAL (SBI)

Radisson is a silver member of Sustainable Brands International (SBI). SBI is the leading global community of forward-thinking businesses which combine sustainability and brand strategy. SBI is the ideal platform for sustainable companies to discuss how they can meet demand for more sustainable products, services, and business models. Inge Huijbrechts, Global Senior Vice President Responsible Business and Safety & Security, sits on the Sustainable Brands Advisory Board.

GLOBAL & INDUSTRY GOALS

SUPPORTING ITP GOALS FOR 2030

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

Our Responsible Business strategy and actions support this industry-wide commitment. The ITP goals are a carefully constructed and practically achievable response to four of the core sustainability issues impacting responsible hospitality providers globally.

AT A GLANCE, THEY INCLUDE:

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



UN SUSTAINABLE DEVELOPMENT GOALS

The UN's Sustainable Development Goals for 2030 came into force in 2016. Over the past three years, these global targets have mobilized countries, organizations, and businesses to end poverty, fight inequality, and tackle climate change, while ensuring that no one is left behind.

Radisson has analyzed the Responsible Business commitments against the Sustainable Development Goals to show how we are contributing to end poverty and inequality, and reduce the impact of climate change. A table showing how we contribute to the achievement of the Sustainable Development Goals can be found on page 70.

COP24 IN KATOWICE

The newly opened Park Inn by Radisson Katowice (Poland) hosted the Green European Economic Congress in December 2018. The event brought together politicians, entrepreneurs, CEOs, and experts who believe sustainable development is one of the key challenges of our time. The meeting was an accompanying event to the United Nations Conference on Climate Change (COP24), also held in Katowice.

The hotel team ensured that the event was plastic-free and as light on the environment as possible. Eco-friendly plates and cutlery were used in the VIP lounge, and all waste was recycled. Eco-friendly vehicles were also on show outside the hotel.



Park Inn by Radisson, Katowice

RECOGNITION & AWARDS

RECOGNITION



A WORLD'S MOST ETHICAL COMPANY

In 2018, Radisson was recognized as one of the World's Most Ethical Companies by the Ethisphere Institute. The group has been recognized annually since 2010 and is one of only four in the lodging and hospitality industry, underscoring the company's commitment to leading ethical business standards and practices.

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

The designation recognizes companies that promote ethical business standards and practices internally, exceed legal compliance minimums, and shape future industry standards by introducing best practices today.



ECOVADIS SILVER SUSTAINABLE SUPPLIER

During 2018, Radisson was reassessed by EcoVadis as a sustainable supplier. We received the EcoVadis Silver recognition for our sustainable practices.

EcoVadis aims to improve the environmental and social practices of companies by leveraging the influence of global supply chains. The Silver award places the Radisson amongst the top 30 percent of companies evaluated by EcoVadis.



ISS-OEKOM

The ISS-oekom Sustainability Solutions Assessment provides investors with information regarding the impact of a company's product and service portfolio towards the UN Sustainable Development Goals. The Assessment contains an aggregate assessment, in the form of the Sustainability Solutions Score, and more detailed information and datapoints regarding specific sustainability objectives.

During 2018, Radisson received the Prime rating. This indicates that the Group fulfils ISS-oekom's demanding sustainability performance requirements for the hospitality sector.





**THINK
PEOPLE**

THINK PEOPLE

THINK PEOPLE

207

hotels certified with Safehotels Alliance

3rd

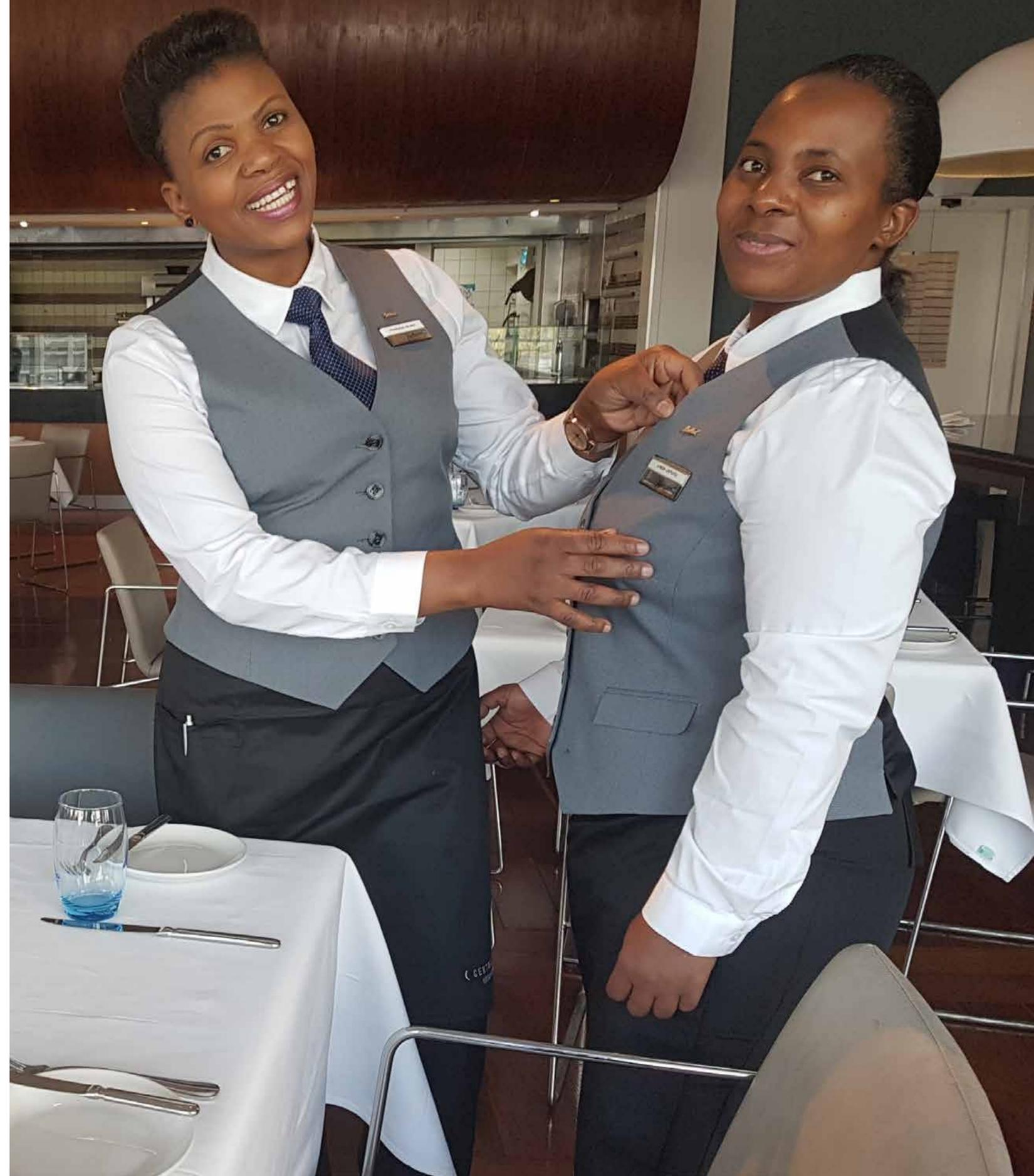
modern slavery statement issued

1.35

million hours of classroom and on-the-job training

9th

year as one of the world's most ethical companies



THINK PEOPLE

HUMAN RIGHTS

RADISSON ABIDES BY THE UN'S GLOBAL COMPACT PRINCIPLES AND APPLIES THEM IN OUR POLICIES AND PROCEDURES. WE'VE COMMITTED TO THE INTERNATIONAL TOURISM PARTNERSHIP'S 2030 HOTEL INDUSTRY GOALS TO RAISE AWARENESS OF HUMAN RIGHTS RISKS, EMBED HUMAN RIGHTS INTO OUR CORPORATE GOVERNANCE, AND ADDRESS RISKS ARISING IN THE LABOR SUPPLY CHAIN.

HUMAN RIGHTS

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

These policies are:

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

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

ELIMINATING MODERN SLAVERY

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

FIGHTING MODERN SLAVERY WITH RESPONSIBLE RECRUITMENT

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

Migrant workers are amongst the most vulnerable groups in our labor force due to their immigration status. Radisson does not accept forced labor in our operations or supply chain. Our responsible recruitment framework helps to ensure we take an active approach to preventing the use of forced labor in every part of our business.

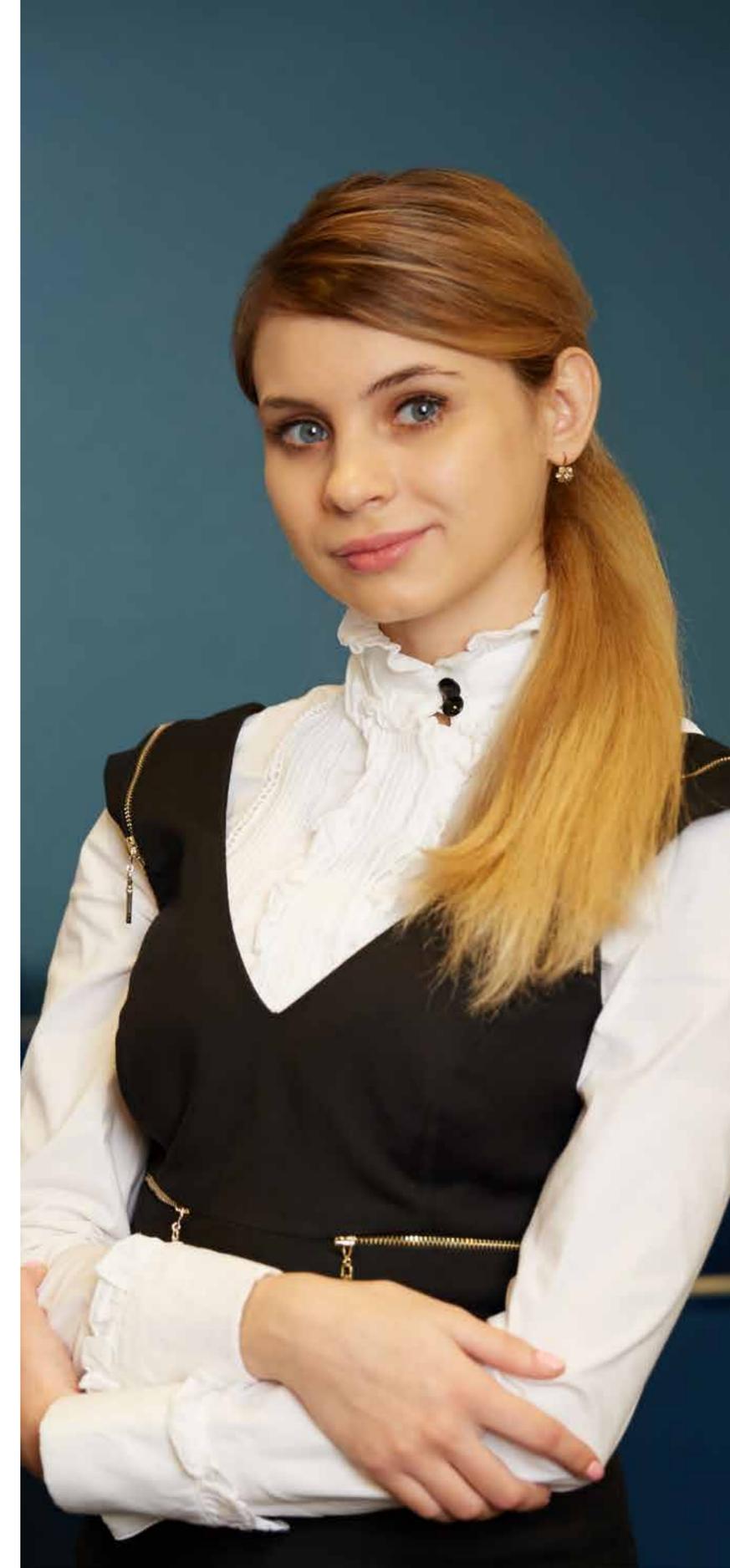
TOOLKIT TO COMBAT MODERN SLAVERY

To raise awareness of forced labor, Radisson developed a toolkit to combat modern slavery. The toolkit is available to all hotels and helps hotel management and HR teams in their efforts to combat the issue. Our efforts have a focus on protecting outsourced labor, which represents 18.9 percent of the workforce in our hotels.

The toolkit provides guidance on how to combat modern slavery. It also details how hotel management teams should engage with employees, how to check recruitment agencies, and what due diligence they should conduct. It includes back-of-house material which increases the awareness of modern slavery amongst employees. There are also support tools for general managers and human resource teams at the hotels. The toolkit is available in 16 languages. Across the Group, 61 percent of our hotels actively use the toolkit.

SELF-ASSESSMENT QUESTIONNAIRE

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





TACKLING FORCED LABOR WITH ITP

The International Labor Organization estimates that almost 25 million people are held in forced labor today. To combat slavery in the hospitality industry, ITP and its members, including Radisson, launched three principles on forced labor at the Global Forum for Responsible Recruitment and Employment in June 2018.

The principles state:

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

Radisson has business practices that seek to combat modern slavery. The Group actively promotes measures to prevent human trafficking throughout its businesses and supply chain.

PREVENTING HUMAN TRAFFICKING DURING THE FOOTBALL WORLD CUP

Prior to the 2018 World Cup in Russia, Radisson provided refresher training on human trafficking and sex tourism to the 26 hotels in the host cities. General managers were instructed to ensure that the different departments knew how to spot the possible signs, and the relevant incident management procedures when they had concerns.

The training included example scenarios which helped employees understand how to spot human trafficking or sex tourism, during the various guest touchpoints (pre-arrival, arrival, stay, and departure). The refresher training was in addition to Radisson's regular Living Responsible Training module on human trafficking and sex tourism.

QATAR DIALOGUE

ITP and its members, including Radisson, attended a workshop with the Qatar Chamber of Commerce where they presented the hotel industry's perspectives on the country's new labor law reforms. The workshop was held as Qatar prepares to host the 2022 FIFA World Cup and shortly after the opening of an ILO project office in Doha.

Hospitality is seen as a key sector for Qatar's future economy. The workshop was the first opportunity for ITP and its members to share good labor and human rights practices.

The discussion was very open, and there was significant engagement from both public bodies and the private sector. Workshop participants agreed to investigate opportunities to start pilot programs to tackle modern slavery, particularly forced labor.

THINK PEOPLE

SAFETY & SECURITY

THE FOUNDATIONS OF A MEANINGFUL, MEMORABLE, AND RESPONSIBLE HOSPITALITY BUSINESS ARE BEING A TRUE HOST AND WELCOMING GUESTS INTO A SAFE AND SECURE ENVIRONMENT.

SAFETY & SECURITY

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

TRIC=S

In 2007, Radisson developed and introduced a formula known as TRIC=S to localize our approach to safety and security. TRIC=S stands for:

Threat assessment +

Risk evaluation and mitigation +

Incident response capability +

Crisis management, communication, and continuity =

Safe 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 enabled safety and security to play a vital part in supporting our growing number of hotels in many different locations.

The TRIC=S formula protects our five cornerstones: Fire Safety, Guest Security, Employee Safety, Operational Security and Data and IT Security.

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

The Guest Security and Employee Safety cornerstones require us to limit the risk of any guest or employee becoming injured or ill while staying at, or working in, our hotels. The Operational Security cornerstone requires us to actively prevent any operational disruptions in the hotel. Any disruptions that may occur should be as limited as possible in cost, length, and degree. Data and IT Security are essential for the protection of personal data and the operation and assets of the hotels.

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

SAFEHOTELS ALLIANCE

In 2015, Radisson became the first major international hotel group to sign an agreement with Safehotels Alliance. Safehotels Alliance certifies hotels against their own, independent 'Global Hotel Security Standard'. Hotels are independently audited. The process both simplifies and improves our duty of care and due diligence procedures. It is increasingly being endorsed and embraced by Radisson's clients.

At the end of 2018, 207 Radisson hotels of our EMEA portfolio, had gained Safehotels certification.

SAFETY AND SECURITY COLLABORATION

Radisson is a founding member and was the 2017 Chair of the US State Department's Overseas Security Advisory Council (OSAC) Hotel Security Working Group (HSWG). The Working Group exchanges information on potential threats, conducts joint training sessions annually and enables members to monitor emerging threats. The exchange of information is vital to help us understand evolving threats, and Radisson continues to be one of the leading members of OSAC. We have worked together with our counterparts to share information and good practices. This benefits both the hotel industry and everyone who depends on us to provide safe and secure hospitality around the world.

The OSAC working group has held annual joint training workshops, facilitated by experts from the State Department, local governments and HSWG members. Radisson also has leadership roles at local OSAC country councils in Brazzaville (Congo) and Brussels (Belgium).



CYBER SECURITY TRAINING

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

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

CRISIS MANAGEMENT, COMMUNICATION AND CONTINUITY

After the Mali attack, we had two companies do a review of our existing crisis plan. Both suggested that we organize crisis management to follow the international best practice of

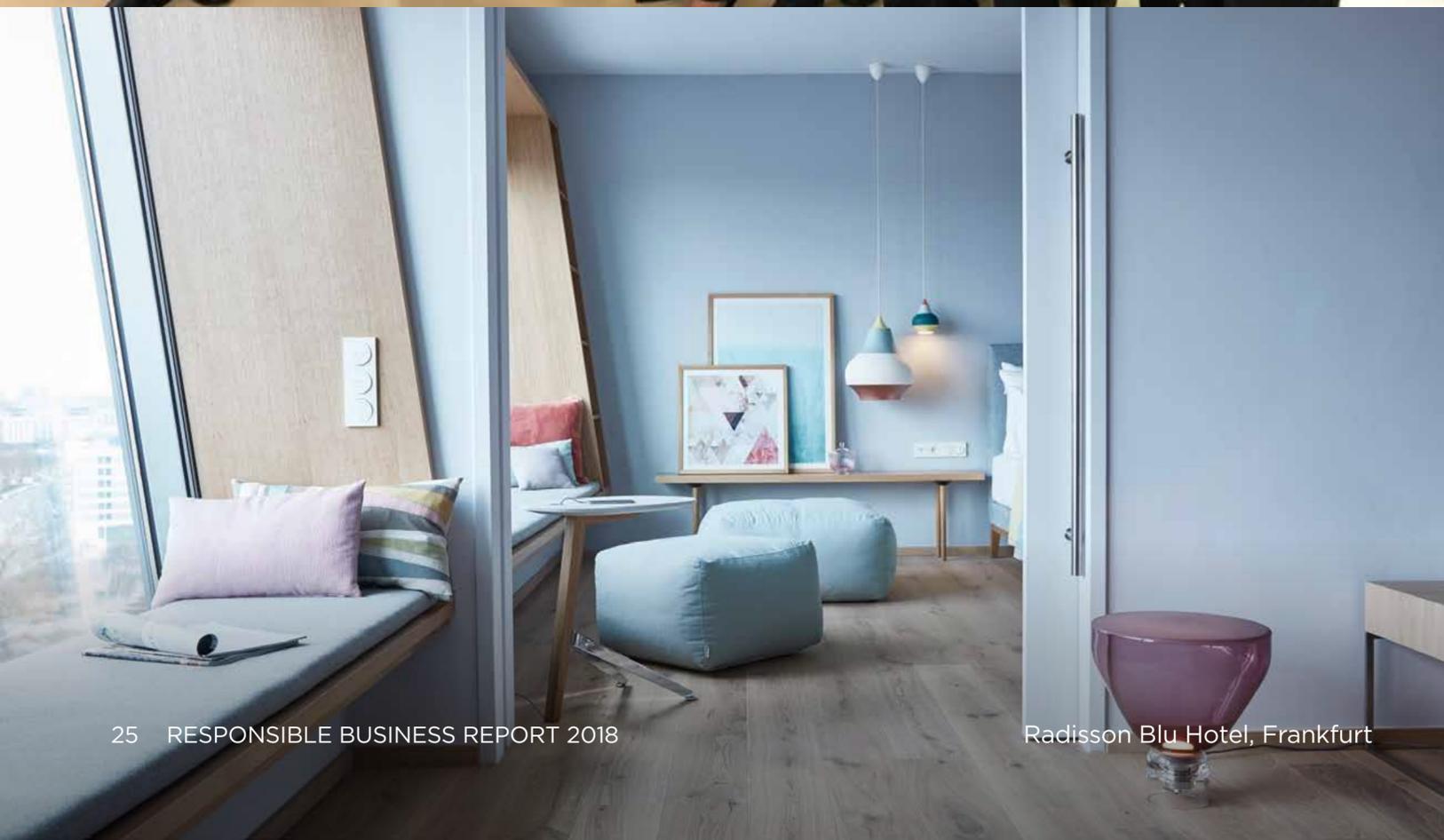
- “Gold” strategic level = Steering committee
- “Silver” tactical level = Area or Corporate Support Office Crisis team
- “Bronze” operational level = hotels

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

HOTREC GENERAL ASSEMBLY

HOTREC is an umbrella association representing hotels, restaurants, bars, cafes, and similar establishments in Europe. The organization brings together 43 national associations from 30 countries and is the voice of the hospitality industry in Europe.

In 2018, Radisson initiated and oversaw a workshop with a specific focus on safety & security at HOTREC's General Assembly. The Group also represented the association at the EU Forum on safety and security held in December 2018.



THINK PEOPLE

EMPLOYMENT & EMPLOYABILITY

EMPLOYMENT AND EMPLOYABILITY

In 2018, Radisson counted 149 nationalities amongst our employees. Women comprise 42.5 percent of our employees while 57.5 percent are men. Of our total workforce, 13 percent is outsourced labor, mainly in housekeeping and banqueting departments. Collective bargaining agreements cover 37 percent of our employees.

EMPOWERING EMPLOYEES AND SOCIAL DIALOGUE

In line with the European Union Directive on Works Councils (94/45/EC), Radisson has established a European Works Council. The Council includes representatives of our central management, employees, and is attended by the Chief Resources Officer. Annual meetings are held, including in 2018. Topics such as the Group's finances, business development, performance, ethics and human rights, responsible business, and other important issues are discussed with employee representatives.



EMPLOYEES BY AGE		
Below 24		15.6%
Between 25 - 30		25.5%
Between 31 - 40		31.7%
Between 41 - 50		16.4%
Between 51 - 60		8.4%
Between 61 - 65		1.7%
Above 65		0.6%

EMPLOYEES BY GENDER		
Male		57.5%
Female		42.5%



TACKLING YOUTH UNEMPLOYMENT

Reducing youth unemployment is a global responsibility. Although the worldwide travel and tourism industry supports one in 10 jobs, there are more than 71 million young people unemployed. As responsible hoteliers, Radisson understands that we have a key role to play in addressing this issue and creating job opportunities for underprivileged youth. Radisson had over 6,500 trainees during 2018.

Of our hotels, 15.9 percent currently work with a training or apprentice program for youth-at-risk.

DISCOVERING THE TALENT OF UNDERPRIVILEGED YOUTH

The Youth Career Initiative (YCI) is a global project to enhance the employability of underprivileged young people. YCI was developed by the hotel industry for the hotel industry. It is a valuable program which allows hotels to make a real difference in the lives of its graduates and their families.

YCI conducts a three- to six-month education program which empowers disadvantaged young people and trains them for their future professional and social life. It helps students between 18 and 21 who have dropped out of school, lack the financial means to complete their education, or are at risk of exploitation. Success rates are impressive: 85 percent of the program's graduates get a job at Radisson hotels or another company, or continue their education. We are currently running successful YCI programs in five countries (Ethiopia, Lebanon, Sierra Leone, Senegal, and Zambia).

PARK INN BY RADISSON FUNDRAISING FOR YCI

All Park Inn by Radisson hotels support YCI in its goal of helping at-risk youth through various fundraising activities. During 2018, Park Inn by Radisson hotels raised €9,900 which was donated to YCI. The funds are used to support the development of the YCI program, and to explore opportunities to grow the initiative in areas where we operate.



THINK PEOPLE

PEOPLE DEVELOPMENT & TALENT MANAGEMENT



GLOBAL CULTURE AND BELIEFS

At Radisson, we believe that people are our number-one asset. Radisson's culture plays an important role in our business transformation, and in our future business success.

Our goal is to evolve a new, united, and consistent culture across the world which will help us achieve our global vision to become:

1. One of the three 'top of mind' hotel companies in the world
2. A company of choice for guests, property owners, and talent. If we are successful, people who want to work in hospitality will always think of Radisson first

OUR CULTURE JOURNEY IN 2018

During 2018, we rebranded as Radisson Hotel Group worldwide. At the same time, we recognized that we have different cultures in the different areas of the world where we operate. These differences are due to our historical business models, ownership, and even distinct hotel brand portfolios.

To successfully ensure Every Moment Matters for our guests, owners, and talent, we decided that we needed to align our cultures to create a customer-focused experience which delivers that brand promise. A culture that empowers everyone to ensure a consistent experience for every guest at every property and workplace around the globe.

Believing in our promise means that we believe every moment is an opportunity for our global team members to serve, improve, have fun, make an impression, go above and beyond, learn, stretch, grow, and innovate.

Evolving our culture will change the way we work, where we work, and how we work. And over time, employees will feel increasingly valued and be actively engaged and excited to have a career with Radisson. As an employer, we will integrate our Culture Beliefs and Every Moment Matters employer brand into our talent processes, systems, and resources to show investment in our employees.

FOUNDATION OF OUR CULTURE

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

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

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

FOUNDATIONS

In 2018, Radisson launched its new Foundations globally. They are: Lead, Think, Own, Collaborate, and Deliver.

Over time, these Foundations have become the core of Radisson's development and talent processes. They help every team member perform at their best so we can continue to improve for ourselves, our team, our guests, and the company.

The Foundations enable team members to bring our vision and global Culture Beliefs to life at our hotels and offices around the world.

They define how we assess, develop, and coach our talent. They also encourage open communication and ongoing conversations between all employees as we discuss current performance and future development goals.

The Foundations provide the framework to help everyone create a memorable journey at Radisson, and they aim to empower our team members to be at their best, every day, everywhere, every time.

RADISSON TALKS

In 2018 we launched the 'Radisson Talks', a space where teams can come together and receive updates about our five-year plan initiatives, and how they're being rolled out in different departments. Radisson Talks help people connect, which increases interdepartmental collaboration.

We host Radisson Talks at least once a month from our head office in Brussels. We also live stream the talks that are relevant for hotel-based employees so they can access them.

This initiative is part of a broader internal communications strategy to build and develop hotel-centric and real-time communication with our employees.





NEW APPLICANT TRACKING SYSTEM AND CAREER SITES

With more than 10,000 job vacancies annually across 78 countries, Radisson has launched a new Talent Center, and internal and external career sites for the Group. They represent a major step forward in the implementation of our Digital HR Transformation and Talent Acquisition strategy.

The Applicant Tracking System is highly specialized and tailored to the needs of the business. It provides management tools and the strategic insights that are necessary to make a real-time impact on attracting talent.

The new tools are integrated into our new human resource information system (HRIS). They allow decentralized teams to source, hire, and manage top talent using media-rich profiles and streamlined mobile tools. At the same time they allow to follow applicants and employees more efficiently, leading to the long-term success of our teams.

Prioritizing internal talent is key to our company's growth. After all, one of our key beliefs is that we grow talent and talent grows us. Our recruiters are strongly encouraged to post internally and prioritize internal talent during the selection process where skills and experience allow. Whether they originate internally or externally, the best candidate gets the job.

LEARN TO GROW

2018 Has seen a major change in Radisson's learning and development offer.

Under one global learning and development vision, we aim to provide highly effective learning experiences which develop the skills and behaviors of our talents and align them with the company's beliefs and business goals. Radisson now offers 37 online and classroom-based courses.

In 2018, we offered more than 1.35 million hours of classroom and on-the-job training through all platforms and learning cycles. This is approximately 24 hours per employee.

To enable growth and equip our team members with the tools and new skills they need, we have introduced the Radisson Academy.

RADISSON ACADEMY

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

Our Learning and Development strategy focuses on the Radisson Academy Live, our instructor-led trainings dedicated to Business and Leadership Development. Radisson Academy Live is presented once or twice per year in each region of EMEA. Each Radisson Academy Live offers a substantial number of courses.

The Radisson Academy Online, based around our learning management system, allows team members to access cutting-edge digital learning tools. That means our employees can learn everywhere, at any time. Learning objects include infographics, videos, quizzes, short e-learning modules, and virtual classrooms. Team members can also contribute and enrich the Group's collective knowledge by connecting with other colleagues. They can share their expertise, learn from each other, and discuss their experiences.

On-the-job training is another integral part of the Radisson Academy. Learning is based on the 70:20:10 model which shows that people achieve 70 percent of their learnings from challenging assignments, 20 percent from developmental relationships, and 10 percent from coursework and training.

New team members can embrace integral elements of the Radisson's DNA such as "Yes I can!" and Responsible Business through on-the-job training. New team members are placed with a senior peer when they start work in a hotel. The senior team member takes them through key trainings on a one-to-one basis.

RESPONSIBLE BUSINESS TRAINING

Since 2008, Radisson's Living and Leading Responsible Business classroom-based courses have been part of our Learning and Development offer and are mandatory for all employees. The strengths of the training are its interactivity and intense Q&A moments. Annual refresher sessions are held in each hotel. The Living and Leading Responsible Business course shows best practices on the job, and at home.

During the training, we focus on the three pillars of Responsible Business and include topics such as human rights and the Code of Business Conduct and Ethics. A special module on human trafficking and child protection is also included.

Leading Responsible Business focuses on how management teams can drive Responsible Business action plans in their hotels. In 2018, 69 percent of our employees received training or retraining in Responsible Business.





THINK PEOPLE

DIVERSITY & INCLUSION

One of our core culture beliefs is that ‘we are many minds with one mindset’.

This belief is based on Radisson’s respect for individual differences, life experiences, and diverse world views. By working together, we can make memorable experiences for everyone who walks through our doors. To enable that to happen, Radisson is dedicated to building a global team of employees that reflect the communities where we work and live, and the diversity of the customers we serve.

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





BALANCED LEADERSHIP

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

At the end of 2018, 22 percent of our General Managers and 48 percent of the Heads of Departments at our hotels are female.

PROMOTING WOMEN IN LEADERSHIP

Empowering women is a core principle at Radisson. We have established a specific program called 'Women in Leadership' which aims to increase the number of women in senior positions and challenge existing thinking on gender stereotypes.

The initiative was highlighted by Women Change Africa (WCA), an online media platform which celebrates the successes of young African women. WCA interviewed Hafsatu Serry of the Radisson Blu Mammy Yoko Hotel (Sierra Leone).

During 2018, 18 female employees at the hotel were promoted into senior positions. This is the result of a program which began when the hotel opened in 2014. In this time, more than 120 vocational internships have been offered to women and the best have been offered positions as they became available.

SUPPORTING WOMEN IN BUSINESS

In May 2018, the Radisson Blu M'Bamou Palace Hotel, Brazzaville (Congo) sponsored and hosted the Forum 'Femmes Entrepreneures'. The event connects ambitious and innovative women with mentors, sponsors, experts, and investors. More than 200 female entrepreneurs took part.

The Forum is designed to give participants self-confidence and inspiration, while offering access to capital, technology, and knowledge. The women also had a chance to showcase their innovations and build business networks.



CORPORATE SUPPORT OFFICE	
Male	48%
Female	52%



GENERAL MANAGERS	
Male	78%
Female	22%



HEAD OF DEPARTMENTS	
Male	52%
Female	48%

THINK PEOPLE

DIVERSITY & INCLUSION BEST PRACTICES

ACCESSIBILITY FOR ALL

All hotels in the Radisson portfolio are required to provide an environment which is accessible to everyone, regardless of their abilities. At the end of 2018, 5 percent of the rooms in all our hotels were accessible.

The Park Inn by Radisson Aberdeen (Scotland) hotel's commitment to accessibility was recently recognized by Simply Emma, a leading travel and disability blog focused on accessible travel and life experiences from a wheelchair user's perspective.

YCI GRADUATES

The Radisson Blu Martinez Hotel, Beirut (Lebanon) hosted three YCI candidates in 2018. Sylvana, Mohammad, and Ghada all completed a six-month internship with the hotel team. The hotel worked together with YCI and Al Majmoua, a Lebanese non-profit microfinance institution that supports micro-entrepreneurs – particularly women – to develop sustainable businesses across Lebanon.

The three candidates accomplished every task set by the hotel during their internship, even when asked to take on different roles across different departments. Ghada impressed the hotel's management team with her ability to learn quickly and assume full responsibility for the tasks she was set. Over the six-month internship she transformed, growing in self-confidence as she progressed. As a result, she was offered a permanent position at the hotel.

The Radisson Blu Mammy Yoko Hotel, Freetown (Sierra Leone) participated in a range of projects, including a youth employment program with the Youth Career Initiative. It's the first hotel in Sierra Leone to implement such a program.





BRIGHT FUTURES

The Park Inn by Radisson Kaunas (Lithuania) has worked with a local youth organization to offer work experience to young persons not in education, employment, or training.

An internship was offered to Karolis, a young man from the local area. During the internship, Karolis was curious and eager to learn new things. He quickly developed his skills – especially his communications skills – and improved his self-confidence. He wasn't scared to throw himself into the role. With the help of the hotel's team, he realized that everything is possible when you try and work hard.

During his internship, Karolis learnt about the hospitality industry and how restaurants work. His goal was to become a waiter or a bartender. That ambition came to fruition in mid-2018 when he returned to the hotel as a full-time member of the restaurant's team.

OPPORTUNITIES AT HEADQUARTERS

Radisson employs people from many different backgrounds. We believe this enriches our organization and makes every Radisson team member unique. Traineeships give us another way to enhance the diversity of our teams. That's a journey that one of our trainees at the Corporate Support Office in Brussels took in 2018.

Alaa Zwaid moved to Belgium in 2014 after fleeing war in Iraq. Since completing his traineeship Alaa has taken on the role of Duty Manager at the Park Inn by Radisson Brussels Airport. Moving to Brussels has also provided Alaa with the opportunity to explore his creative potential. It's yet another step in Alaa's journey to create a new life for himself.

STARTING OVER IN BELGIUM

The Park Inn by Radisson Leuven (Belgium) has been helping mitigate the effects of the recent refugee crisis by providing jobs and training for young people looking to build a new life in the country. Working closely with local youth organizations and schools such as Minor N'Dako and Don Bosco, the hotel is developing the young refugee's skills and finding them meaningful employment.

Four of these youngsters have managed to develop their skills and secure jobs at the hotel. Originally from Afghanistan, Iran, Pakistan, and Palestina, all of them had traumatic journeys from their home countries to Belgium.

Despite this hardship, they are all highly motivated to succeed. The training they have received has enabled them to find employment in the hotel's restaurant and catering departments. Thanks to the Park Inn by Radisson Leuven's initiative, all four can look forward to very bright futures.

THINK PEOPLE

BUSINESS ETHICS



WORLD-CLASS ETHICAL BUSINESS FOR NINTH YEAR

In 2018, Radisson was listed as one of the World's Most Ethical Companies for the ninth year in succession. This prestigious honor is awarded by the Ethisphere Institute, a US think-tank dedicated to business ethics.

This ninth honor underscores Radisson's commitment to leading ethical business standards and practices. More than ever, we believe that following these standards ensures we provide long-term value to key stakeholders including customers, employees, suppliers, regulators, and investors.

The World's Most Ethical Companies designation recognizes companies which align their principles with action and work constantly to make trust an integral part of their corporate DNA. In doing so, they shape future industry standards by introducing tomorrow's best practices today.

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

COMPLIANCE

CODE OF BUSINESS CONDUCT AND ETHICS

Radisson's Code of Business Conduct and Ethics governs how we do business. It enables us to take positions on key issues of business ethics with a single voice. The code includes ten principles which guide us whenever a business decision needs to be made. The principles are:

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

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

ETHICS TRAINING

Our Code of Business Conduct and Ethics applies to every person who works for Radisson, and every one of our companies. The Code is distributed to all employees through the Employee Handbook. The Code of Business Conduct and Ethics is also available in summary and detailed forms on radissonhospitalityab.com. It is also included in our internal Procedures Manual.

All employees are trained in the Code of Business Conduct and Ethics, its implications, and reporting processes. Training occurs in the classroom-based Living Responsible Business course which is mandatory for all employees.

ETHICS HOTLINE

A key pillar of ethics at Radisson is ethics.radissonhotels.com. The website is run by an independent third-party organization, Ethicspoint.

Employees can use the site to find information on our Code of Business Conduct and Ethics and report concerns anonymously. Any employee with concerns or questions about the Code is encouraged to raise these directly with their supervisor or person of trust in the hotel or regional organization.

If this is not possible, the employee can report the matter of concern online. Investigations are conducted in a timely and sensitive manner. The site and hotline are available in 11 languages.

ANTI-CORRUPTION

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

However, a number of our hotels have received subsidies or tax relief for their Think Planet environmental investments. These subsidies totaled €205,000 in 2018. Subsidies or tax relief for environmental investments were granted in Germany, Switzerland, Ireland, Turkey and South Africa.

ANTI-BRIBERY COMPLIANCE

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

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

ANTI-BRIBERY TRAINING

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

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

No data is available on the number of employees who took anti-bribery training in 2018 due to the transition of systems and change in learning architecture.



**THINK
COMMUNITY**

THINK COMMUNITY

THINK COMMUNITY

€1.0m

donated to charity

New

SOS Children's Villages is global partner

24,000

children provided with safe drinking water for life

29,000

volunteering hours

50

hotels in Soap for Hope™ program

219

individual children supported through child sponsorship



THINK COMMUNITY

COMMUNITY ENGAGEMENT



As a global hospitality company, Radisson aims to create relationships which are beneficial to our business and the communities in which we operate. We recognize that there are important social needs in many of these communities. Our goal is to have a positive impact on those communities by creating shared value.

We achieve this through the Think Community pillar of our Responsible Business program. Think Community initiatives generate meaningful donations and volunteer time. In 2018, the value of Radisson's cash and in-kind donations to international and local charities amounted to more than €1.0 million.

PARTNERSHIP WITH SOS CHILDREN'S VILLAGES

Radisson became a global partner of SOS Children's Villages in 2018. SOS Children's Villages are active in 135 countries and territories. The organization provides orphaned and vulnerable children with family support and care programs, as well as education, medical, and emergency relief efforts.

Through the partnership with SOS Children's Villages, Radisson aims to have each of its operational hotels sponsor the upbringing and education of at least one child. They will also establish meaningful local relationships with SOS Villages worldwide and mobilize local supporters and volunteers to help the charity achieve its goal of ensuring that no child grows up alone.

We are also committed to inspire guests to engage. As a first step, the partnership will be connected to Radisson Rewards, the group's loyalty program.

GUESTS SUPPORT SOS WITH RADISSON REWARDS

Members of the Radisson Rewards program can already donate points to help SOS Children's Villages. The points are used to provide children with school supplies, clothes, and even special surprises. There is no maximum number of points a member may donate.

To get started, visit: radissonhotels.com/rewards/sos

THINK COMMUNITY

FOOD. SHELTER. FUTURE

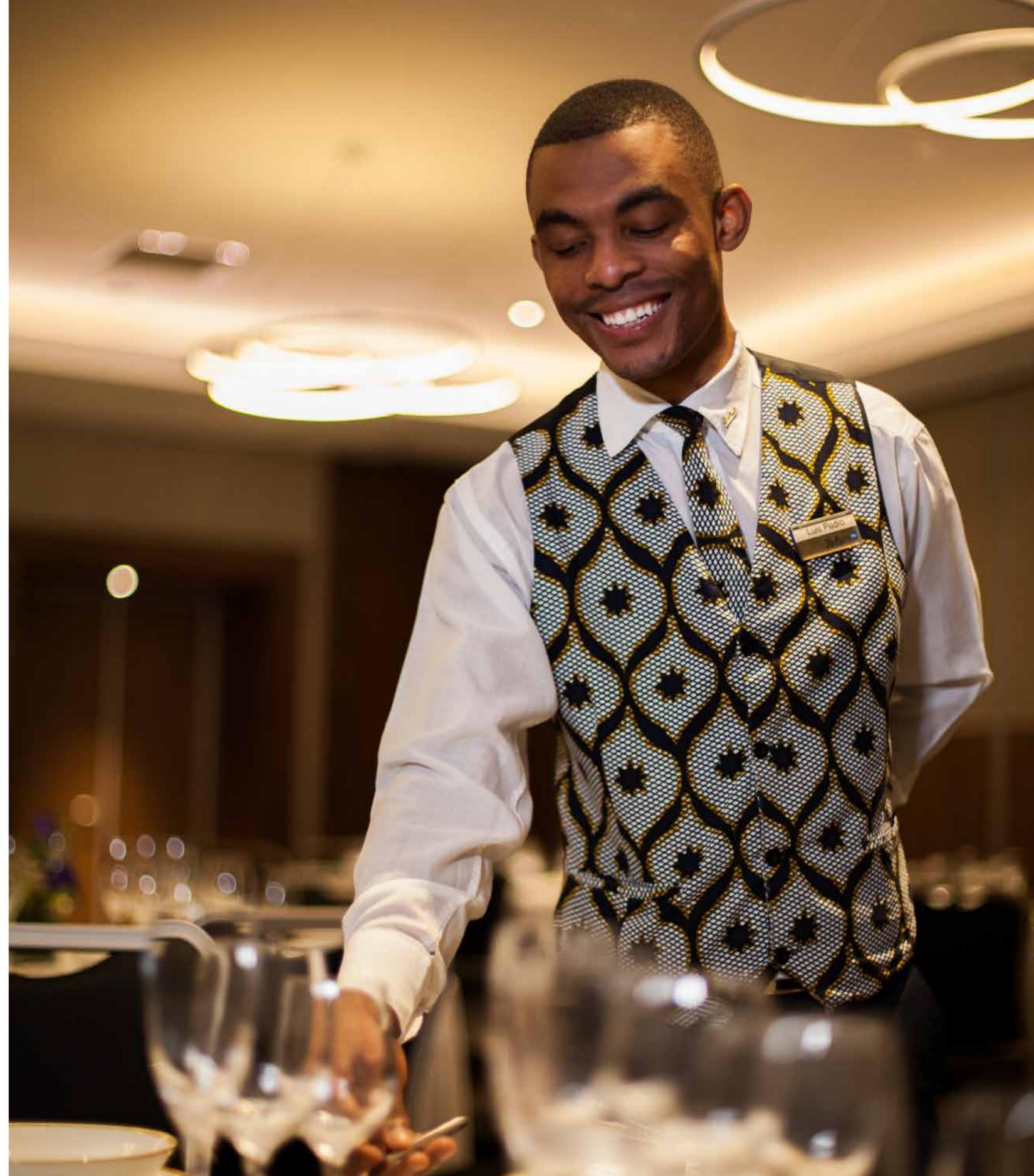
As part of Think Community, Radisson partners with organizations that work to better the community. Our goal is to provide food, shelter, and a better future for children and at-risk youth. We want all our hotels to support SOS Children's Villages with Food.Shelter.Future and to sponsor the upbringing and work locally with organizations that support the same goal.

MEET LUIS PEDRO

The life of Luis Pedro was completely disrupted when he was just a toddler and civil war broke out in Mozambique. As his parents had no way to take care of him, his mother left him with an old lady. But she passed him on to social services. At the age of three, Luis came to live in an SOS Children's Village.

Luis studied at SOS Children's Village schools where he finished high school. The organization then financed vocational studies in hospitality management. As part of that program, Luis joined the Radisson Blu Hotel & Residence, Maputo (Mozambique) for a short internship in 2013 - and he is still there today as a full-time employee in the Banqueting department.

Luis put SOS Children's Villages forward as a perfect local partner for the hotel, long before Radisson signed a global agreement to cooperate with the charity.





INTERNSHIPS IN KENYA

The Park Inn by Radisson Nairobi Westlands (Kenya) has offered three-month internships to two girls from the SOS Children's Village Buruburu. The goal is to enhance their employability and create a better future for the girls.

During their internships, the girls will work in different parts of the business to gain skills and find what interests them. If positions become available in their areas of interest, the hotel will give them priority when it comes to employing new team members.

INTERNSHIPS WITH SOS CHILDREN'S VILLAGE

As part of our support for SOS Children's Villages, many Radisson hotels are looking for ways to provide a brighter future for at-risk youth. That includes training young people to help reduce youth unemployment in the communities where we operate.

Radisson hotels in Dubai have sponsored four young people from SOS Children's Villages on an internship program. The program lasts for three months with the view of offering them permanent employment. By leveraging the specialized skills and talents of hotel employees, the internships will make a real difference in the lives of the graduates and their families.

Since they joined at the end of 2018, the young interns are doing well and have integrated well with the hotel team.



A COOKING MASTERCLASS SUPPORTS VULNERABLE CHILDREN

Demonstrating that there are many ways to support at-risk youth, the Radisson Blu Hotel, Chelyabinsk (Russia) recently hosted a cooking masterclass for local orphans and adopted children. It gave our chefs the chance to share time and some fun skills with the children.

The event took the form of a culinary masterclass. In a friendly and relaxed atmosphere, the children prepared their own dinner under the guidance of a professional chef – and learned some useful cooking and serving secrets as well.

The masterclass was a great experience for all involved.

DEVELOPING THE YOUTH WORKFORCE

Creating opportunities for young people is an important element of our Responsible Business activities - and that is why the Park Inn by Radisson Aberdeen (Scotland) has been working with schools to provide valuable learning experiences for local youth.

At the beginning of 2018, the hotel team reached out to Developing the Young Workforce (DYW). The organization connects employers and educators to help young people build their future careers. DYW put the hotel team in touch with the Harlaw Academy

in Aberdeen. Various initiatives have been agreed, such as week-long work placements for five students. Modern language students can also visit the hotel to practice their language skills with team members and guests. Students in the middle of their high-school studies have also visited the hotel to find out more about hospitality.

TRAINEESHIPS IN STUTTART

Joblinge provides disadvantaged and unemployed youth with the opportunity to earn a long-term placement in an apprenticeship or job and get a start in life. Since 2017, Joblinge and the team at the Park Inn by Radisson Stuttgart (Germany) have been involved in a number of projects to help local youth.

First up was a joint street art project under the auspices of Adding Color to Lives. Working with the world renowned artist Joel Bergner, young people from Joblinge created a 5 x 33 meter mural on a local street. The theme of the mural was ‘acknowledge your past, appreciate the present, and look forward to the future with confidence’.

The Park Inn by Radisson has also arranged 21 work placements in hotel management and cooking. After completing the places, three participants were offered full-time positions at the hotel.



THINK COMMUNITY

COMMUNITY ACTION MONTH



Every June, Community Action Month is celebrated across Radisson. As well as activating its partnership with SOS Children's Villages, in June 2018, the group carried out activities worldwide to help support children and young people.

HOTEL INITIATIVES DURING COMMUNITY ACTION MONTH

Employees from many of our hotels organized specific events to celebrate the Community Action Month 2018. A few of the many highlights included:

- The Group's hotels in Tallinn (Estonia) sponsored and visited children at the local SOS Children's Village. There, they offered in-kind donations of clothes and shoes.
- Radisson Blu Port Elizabeth Hotel (South Africa) put on a 'braai' feast and a game of football for children from the local SOS Children's Village. The hotel has committed to support the Village with their recycling program, and by performing maintenance work on their property.
- The Radisson Blu Hotel, Hamburg Airport (Germany) provided SOS Children's Villages Hamburg with help. In addition to supporting a successful back-to-school campaign which equipped the children for the new school year, the team provided food and catered for the Family Day at their local SOS Children's Village.
- The Radisson Blu Plaza Hotel, Oslo (Norway) ran a very successful Responsible Business lottery. The goal was to make everyone a winner, put SOS Children's Villages on the agenda, and give our guests a chance to win some great prizes. The lottery raised over €2,200.
- Radisson's Academy Live took place during June at the Radisson Blu Hotel London Stansted Airport (UK). After a presentation on the work of SOS Children's Villages, participants began a gift-wrapping competition. Everyone had brought educational stationery which was gift-wrapped in teams. The gifts were donated to SOS Children's Villages.
- Radisson's hotels in Riga (Latvia) worked together to run activities during Community Action Month. In addition to fundraising activities, volunteers joined together to sell coffee in exchange for donations. Together they raised €3,000 in just a week. The teams also incorporated an activity into the General Managers conference. Seventeen children and two mums from the local SOS Children's Village were specially invited to join the evening BBQ. Afterwards, teams competed in a relay race with a football theme. Over €600 was raised and the football goals were donated too.



THINK COMMUNITY

MORE STORIES

GIFT OF FAMILY IN DUBAI

Radisson hotels in Dubai (UAE) are running the 'Gift of Family' campaign. During checkout, guests are asked if they would like to add 5 dirham to their bill to support SOS Children's Villages in Lebanon and Jordan.

BOX APPEAL SUCCESS AGAIN

The Box Appeal has become a well known yearly charity campaign in UAE. It is a campaign, initiated by Radisson Hotels, that makes it simple for the public to take part. Based on a suggested list of necessities, the public fills boxes with a range of everyday items and drops them off at any Radisson Blu or Park Inn hotel in the UAE. Around 8,000 boxes were distributed to construction workers in the area.

The campaign is a way for the local community to provide support to the many foreign workers in the United Arab Emirates. It could not happen without the support of media partners and sponsors including Dubai Municipality, Coca Cola, ITP Media Group, Herbert Smith Freehills, and local schools and universities.

MANDELA DAY

Employees of Radisson's Johannesburg hotels took part in Nelson Mandela Day by devoting their time to the SOS Children's Village in Ennerdale (South Africa). The initiative is part of the '67 Minutes for Mandela' campaign which calls on people to donate one minute of time annually for every year Mandela spent in public service. The team donated boxes with essentials and coloring books to the Village.

BRILLIANT BASICS

Radisson has restructured its brand architecture and defined Brilliant Basics. Brilliant Basics are the items guests will find at every hotel, such as professional hairdryers and LED TVs.

As a result of the implementation of the Brilliant Basics, more than 22,000 items like hair dryers and televisions, and room furnishings including mattresses, duvets, and pillows have been donated to local charities.



THINK COMMUNITY

WASH



WATER, SANITATION, AND HYGIENE (WASH)

Did you know that by 2030, demand for freshwater will exceed supply by 40 percent? A lack of clean drinking water, and poor sanitation and hygiene, are already responsible for keeping the world's poorest people in poverty.

As part of our Think Community initiatives, Radisson supports local communities by providing safe drinking water, sanitation and hygiene through various WASH initiatives.

WASH WITH JUST A DROP

One example of WASH in action is Radisson's partnership with Just a Drop. This international water charity works to bring safe drinking water to water-stressed communities.

Just a Drop receives funds from our 'Towel Reuse' program. Every time a guest chooses to reuse their towels for a second night, we donate to Just a Drop. The money is used to fund projects such as digging wells, installing pumps, and implementing sanitation tools.

In the past three years, the Towel Reuse program has funded 21 projects in India, Kenya, Nicaragua, Peru, Uganda, and Zambia.

The projects help children stay healthy and enable them to attend school. They also empower women by reducing the amount of time they need to source water for their families. Overall health conditions are also improved and job opportunities are created.

In Kenya, Just a Drop has been able to introduce sustainable agricultural practices to communities. The charity has also brought clean water to remote villages in Nicaragua, and significantly improved sanitation in a number of Indian villages.

As with all Just a Drop projects, each project is community-led and sustainable. The projects are designed to provide long-term benefits and ensure people have clean water for decades to come.

SAFE WATER ACCESS IN UGANDA

An example of how Towel Reuse donations are put to work, is in Katadde, Uganda, where Just A Drop began construction of two community boreholes in 2018. Before the boreholes were constructed, the community had to collect water from open ponds and swamps.

This water was highly contaminated, meaning children suffered from illness. Women and girls feared sexual assault and snake bites when collecting water as the ponds were in secluded areas.

With the completion of the project, the Katadde community has access to safe water.

SOAP FOR HOPE™

Another WASH initiative is Soap for Hope™, a soap recycling action in partnership with one of our main suppliers, Diversey. The project sees local communities take used soap from our hotels and turn it into new bars. They can be sold to produce income or are donated to those in need. Approximately 50 of our hotels currently participate.

CARBON FREE MEETINGS SUPPORT WASH PROJECTS IN MALAWI

For its carbon offsetting projects, Radisson works with First Climate. The offset projects help to rehabilitate boreholes and ensure clean water is available to water stressed communities. As well as providing health benefits to the community, deforestation is reduced because less firewood is needed to boil the water. This results in less deforestation and an increase of carbon capture capabilities. Communities also earn money by maintaining the boreholes.





**THINK
PLANET**

THINK PLANET

34
hotels with 100%
renewable energy

80%
of hotels are
eco-labeled

328
electric-car
charging stations

3.5%
water saved

2.1%
energy saved

48,155
tons CO₂ offset



PRINCIPLES

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

We issue clear targets to minimize our environmental footprint and measure our progress toward this goal. We actively strive to use smart technologies to limit our energy and water use, and work closely with suppliers, employees, and guests to reduce waste. By 2022, we aim to reduce our water consumption and carbon footprint by 10 percent (compared to 2017), in addition to the significant reductions that were achieved in the years prior.

Radisson is an industry pioneer in the area of environmental sustainability. In 1989, we were a part of the first hotel group in the world to adopt an environment policy. In 2012 we began to define clear Think Planet targets for to reduce our environmental footprint and measure progress. We've also committed to the hotel industry's International Tourism Partnership 2030 goals which aim to align with science-based Targets and best practice water stewardship.

Think Planet Performance Indicators

Energy per m² (kWh)*



Energy per occupied room (kWh)*



Water Footprint per guest-night (liters)*



Carbon Footprint per guest-night (kgs CO₂e)*



Carbon Footprint per m² (kgs CO₂e)*



*Radisson-managed and leased hotels.



ENERGY



ENERGY SAVING RESULTS

During 2018, Radisson's energy intensity was 85 kWh per occupied room. Energy per square meter was at 232 kWh. These figures represent a 2.1 percent reduction in energy use compared to 2017. This improvement has been achieved by optimizing lighting, heating and cooling systems, focusing on energy efficiency in daily operations, and investing in new technologies.

THINK PLANET ELEMENTS

It is estimated that buildings, including hotels, waste 30 percent of the energy they consume. Through the Think Planet elements, we aim to reduce our overall energy consumption.

A key goal of Radisson's Think Planet energy targets is to reduce overall energy consumption significantly. There are several ways we do this. They include investing in energy saving tools and technologies, eco-friendly building designs, and most importantly, engaging employees in our Think Planet targets.

GREEN BUILDINGS

As part of Think Planet, we focus on making investments in our properties which will make a significant difference to our environmental performance. That starts with the buildings themselves. Radisson ensures we operate buildings with the lowest possible energy and carbon footprint by implementing Think Planet efficiency principles in our standards. We work with property owners, architects, and developers and promote green building schemes such as LEED, BREEAM, and EDGE to certify their performance.

ENERGY SAVING TECHNOLOGIES

Radisson uses proven energy-saving measures such as efficient boilers and we optimize the performance of our heating, ventilation, and air-conditioning (HVAC) systems. We make optimal use of our Building Management System and adopt innovative technologies such as retrofitting wireless guestroom controls.

LED RETROFIT

In both new and existing buildings, we have deployed LED lighting to reduce our energy use while maintaining guest safety and security. Most of our hotels combine LED lighting with keycard controlled or smart-lock rooms. Of all the lights in our hotels, 59 percent are LEDs.

THINK PLANET TOOLS

Think Planet tools are easy-to-implement energy saving tools which provide a quick return on investment. For example, motion and daylight sensors, thermal insulation on heating and cooling pipes, energy efficient kitchen equipment, regular cleaning of the filters on air-handling units, and other preventive maintenance.

THINK PLANET HABITS

It's essential to involve all Radisson employees in our Think Planet targets. We encourage employees to be energy conscientious by switching off appliances and lights when not in use. We implement continuous and creative communications to ensure that employees develop good energy-use habits.

CARBON FOOTPRINT & RENEWABLES

CARBON FOOTPRINT

Radisson's Scope-1 and -2 greenhouse gas emissions result primarily from energy consumption. Since 2006, Radisson has calculated its carbon dioxide and equivalent (CO₂e) emissions. In 2018, the carbon footprint per guest-night for the Group was 20.7 kg of CO₂e, 18.3 percent lower than in 2011. Our total Scope-1 and Scope-2 carbon footprint amounts to 431,062 tons of CO₂e.

CARBON NEUTRAL MEETINGS

For every meeting or event held at participating Radisson Blu hotels, the carbon footprint of the meeting space and services is calculated and offset through projects in Guatemala, Malawi, and India. The service is free for meeting clients and can be used to reduce their Scope 3 footprint. Radisson meeting clients have offset 48,155 tons of CO₂ since 2014, which is the equivalent of almost 23,000 hectares of forest planted or taking 16,000 cars driving 100 kms, off the road.

The carbon offset happens in collaboration with First Climate, one of the largest carbon offsetting organizations in the world. All First Climate projects are VCS or Gold Standard certified.

RENEWABLE ENERGY

Radisson actively strives to reduce our carbon footprint by increasingly making use of renewable energy sources. We believe that renewable energy has immense untapped potential. That's why we partner with innovative companies that strive to provide clean, renewable energy from alternative sources. Our goal is to actively help fight climate change by reducing demand for energy from CO₂-intensive sources.

Radisson hotels actively strive to reduce their carbon footprint in two ways:

1. by reducing energy consumption
2. by increasing our use of renewable energy

In 2018, 34 hotels in the Group operated on 100 percent renewable energy, including all hotels in the Nordics and France. On average, 17.2 percent of the energy used in the Group comes from renewable sources.

HOTEL CARBON FOOTPRINT MEASUREMENTS

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

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





Radisson Blu Hotel, Frankfurt

CLEAN ENERGY IN FRANKFURT

Radisson Blu Hotel, Frankfurt is the first hotel in Europe with an industrial-size hydrogen fuel cell. The fuel cell technology is the first of its type in a hotel and unique in Europe at this scale. This innovative technology is environmentally friendly, proven, and fully operational in Frankfurt since the summer of 2017.

The project has been realized in partnership with energy provider E.ON. CO₂ emissions are reduced by about 600 tons a year, equivalent to 50,000 cars driving 100 kilometers.

The fuel cell generates electricity and heat in a non-combustion process which is virtually free of pollutants. It can supply about 3 gigawatt hours (GWh) of electricity and 2 GWh of heat to the hotel, free of emissions.

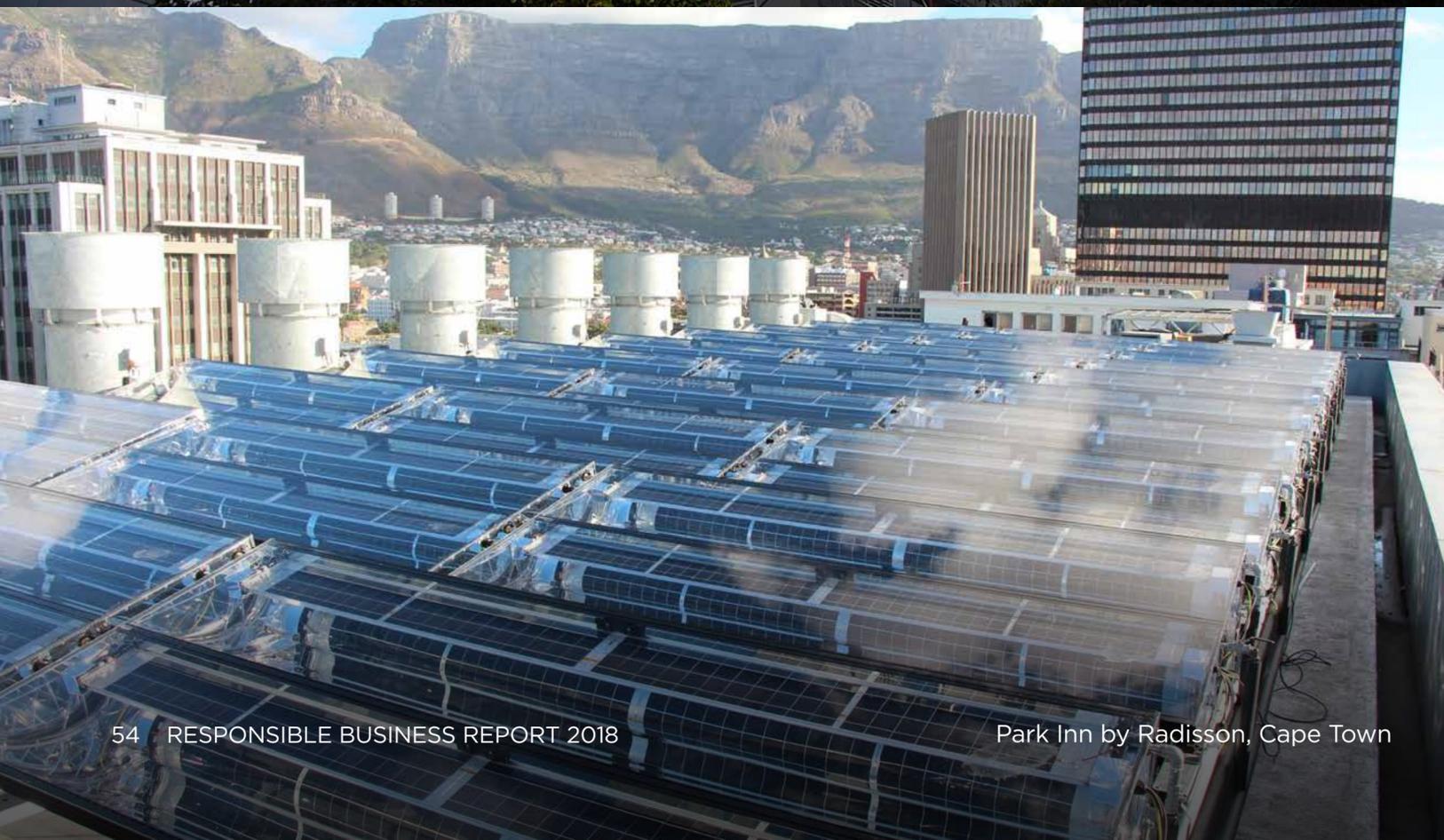
With more than 400 rooms and suites the Radisson Blu Hotel, Frankfurt has important energy needs, which had previously been covered entirely by the power grid.

FIRST COMMERCIAL PVT PROJECT IN CAPE TOWN'S BUSINESS DISTRICT

The Park Inn by Radisson Cape Town Foreshore (South Africa) has installed the first large-scale hybrid photovoltaic and thermal (PVT) energy generator in the city center. The project has been realized with Solarus, producers of hybrid solar PowerCollectors™. The hotel has installed 30 PowerCollectors™ which produce both electricity and hot water. They deliver three times more energy than solar panels with the same surface area.

When it is fully operational the PVT system provides electricity and heat throughout the hotel. The complete installation is expected to produce an average of 1,050 kilowatt hours (kWh) of energy per week.

The installation has a positive impact on the city's water consumption. That's because the local power company uses hydropower to generate electricity at the rate of 1.45 liters of water per kWh. Thus the PVT system are generating almost 55,000 kWh of energy annually, which will also save 79,000 liters of water. This is particularly important in Cape Town which faced a major water crisis in early 2018.



WATER STEWARDSHIP

WATER STEWARDSHIP

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

Radisson is focused on water stewardship – taking care of this precious resource to ensure water use is equitable in each water basin. We do this by reusing grey water wherever possible, limiting the use of water through technology improvements in our rooms and operations, and making maximum use of rainwater.

UN CEO WATER MANDATE

Radisson signed the CEO Water Mandate in 2014, becoming the first hospitality company to do so. Since Radisson signed the mandate, the group has centered its actions on the Mandate's six water stewardship commitments:

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

WATER CONSUMPTION AND WATER STRESS

In 2018, Radisson continued its efforts to reduce water consumption through the installation of technology, and the education of both employees and guests. Across the entire Group, water consumption was reduced to 335 liters per guest night in 2018, a reduction of 3.5 percent compared to 2017.

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

206,000+
m³ water, or 824 Olympic swimming pools collected for reuse

11%
of hotels have grey or black water recycling onsite

68,000+
m³ rain water collected for use

WATER INITIATIVES

Specific actions are designed to help our hotels further reduce their water consumption.

The action plan and toolkit include tools and solutions for guest rooms, kitchens, pools, landscaping, and technical plants. We install water-saving technologies in areas where water consumption is high and engage our guests through initiatives such as our towel re-use program.

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



MEASURING OUR PERFORMANCE

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

HWMI is free and easy to use at Radisson, the tool allows us to measure and compare water use in the same way as other hotel companies. For the industry, HWMI will generate common awareness about water usage in tourism and travel.

Through funding provided by Radisson, the HWMI tool is available online through the [website](#) of the Green Key eco-label.

THE RADISSON BLU KIGALI (RWANDA) RECYCLES BOTH RAINWATER AND GREY WATER

The hotel installed a system which captures and treats the wastewater from showers and toilets. After treatment, the grey water can be used for non-potable purposes such as flushing toilets and irrigation.

Rainwater is collected and used in the same closed systems. It can also be mixed with grey water.

The system produces between 15 and 36 cubic meters of grey water per hour. Since the hotel commissioned the plant in 2016, 86 percent of the hotel's total irrigation water needs has been met.

ACTION TO AVOID DAY ZERO

In early 2018, the city of Cape Town (South Africa) began to prepare for an almost unthinkable event, the day the city's taps would run dry. Known as Day Zero, and initially forecasted for 12 April, the water crisis in Cape Town represented the first time a major world city would run out of drinking water for its population.

The response to the crisis from residents and businesses saw water consumption fall by half in the first three months of the year. The six Radisson hotels in the area immediately took action through a range of innovative measures. They included reusing rainwater, recycling grey water, and reducing water use with technology such as aerated shower heads. Linen changes were limited, and towel reuse was encouraged. The hotels also took every opportunity to educate and encourage their guests to save water.

Nature played its part with rains bringing the capacity of the area's dams up to 43 percent by June. Even though rain has reduced the chance that Cape Town will run out of water again soon, every Radisson hotel in the region is continuing its efforts to make maximum use of every drop of water.

Due to the city's efforts in response to the crisis, the initial date of Day Zero moved back.

WORLD WATER WEEK

World Water Week 2018 was an active time for Radisson. The Radisson Blu Waterfront Hotel, Stockholm, hosted meetings of the UN CEO Water Mandate during the week. Not only were these meetings carbon neutral, they were also plastic-free.

During the Week, Radisson joined in the launch of the ITP the Destination Water Risk Index (DWRI). The DWRI overlays existing water risk and hotel industry databases to produce cutting-edge intelligence. It will help hotel companies, and their properties, to better understand the financial implications of the local water risk. DWRI also provides evidence and a rationale to prioritize water conservation in capital allocation, development, and renovation decisions. The Index will be useful in preventing water scarcity now and in the future.



Radisson Blu Hotel Waterfront, Cape Town



Radisson Blu Waterfront Hotel, Stockholm

THINK PLANET

WASTE REDUCTION

Radisson's strategy to reduce waste involves increasing the amount of material that is recycled, tackling food waste, and eliminating single-use plastics wherever possible.

With food waste accounting for more than a third of all food produced in the world, this is a key area of focus. At Radisson, we're trying to prevent food waste by implementing portion control, correct food storage, and avoiding wastage during preparation or through spoilage.

We are also eliminating single-use plastics wherever possible. We encourage all hotels to reduce plastic waste through innovative solutions including replacing plastic water bottles with sustainable solutions, promoting water filtration systems, and encouraging guests to refuse straws in meetings & events.

A SECOND LIFE FOR STRAWS

Radisson has launched the #RefuseTheStraw campaign to cut the use of plastic straws in our hotels and food and drink operations. By the end of 2018, 162 hotels had eliminated the use of plastic straws completely. Hotels in the Middle East and Africa prevented the use of more than 6.5 million plastic straws.

ART INSTEAD OF WASTE

When the Radisson Blu Hotel Kyiv-Podil (Ukraine) implemented #RefuseTheStraw, the hotel team wondered what they could do with the remaining plastic straws in storage. They decided to donate them to a local artist who used the leftover straws to create a sculpture of a sea bird.

The choice of subject was very appropriate as sea birds are badly affected by plastics in the world's oceans. The birds see the plastic as a food and consume it. A lot die of starvation as their stomachs fill with plastic. Many of these bird species are already on the verge of extinction.

The beautiful sculpture has been placed in the lobby of the hotel as a symbol of freedom, hope, and the need to protect vulnerable species.





RECYCLING SUCCESS WITH REDOPAPERS

What do you do with old stationery when your business is being rebranded? The Radisson Blu Astrid Hotel, Antwerp (Belgium) decided to Think Planet!

They collected old brochures, meeting planners, envelopes, and notepads featuring the old logo. In Antwerp alone, 150 kg of material was collected.

Everything was delivered to Redopapers, a small company in Antwerp which gives surplus paper a new life. They used the material to make 100 handmade notebooks and created 500 block notepads made from brochures and envelopes glued together with old housekeeping t-shirts.

The sales team used these wonderful items as New Year's gifts. A great example of Think Planet in action!



SOAP FOR HOPE IN LUSAKA

Soap for Hope™ is a program started by Diversey, a major supplier to Radisson. The program aims to save lives by giving vulnerable communities access to soap. It also provides a livelihood to the local community through the recycling and reprocessing soap. And it helps hotels reduce waste by turning used soap into a valuable product.

In 2018, the Radisson Blu Hotel, Lusaka (Zambia) joined the Soap for Hope™ campaign. The hotel is now one of 50 in the Group to be part of this unique program. The hotel's campaign has taught local people how to produce soap which they can then sell to support themselves and develop their lives.

Soap for Hope™ has been a remarkable success in Zambia. It has promoted better hygiene in a region where many children die each year from diseases that can be prevented with simple handwashing.

To date our hotels in the Middle East and Africa have given more than 106 tons of soap a 2nd life.

TACKLING FOOD WASTE IN NORWAY

Radisson Hotels in Norway have signed an agreement with the Norwegian minister for climate and environment to reduce food waste. The initiative, developed in collaboration with the Norwegian hotel, restaurant, and catering industry, will see food waste cut compared to 2015 levels.

Two targets have been set. The first will see food waste reduced by 20 percent by 2020, and by 50 percent by 2030. Establishments who have signed the agreement are required to report every six months to the Norwegian resource bank, Østfold Forskning.

From the second quarter of 2019, waste measuring stations will be implemented in all Radisson hotels in Norway to enable guest waste to be registered separately to production waste. They will also be able to identify what percentage of the waste could have been consumed, and what is pure waste. Organic waste will be reported separately by the company that collects it.

Radisson's hotels in Norway are also taking proactive steps to reduce food waste. Smaller plates are being used to ensure smaller portions are served, while leftover food is utilized as part of the salad buffet where possible.



THINK PLANET

PLASTIC-FREE MEETINGS & EVENTS

Radisson set a goal to ban single-use plastics in meetings and events by 2020. At the same time, we want to raise awareness among our guests and inspire similar initiatives around the world.

Our plastics strategy covers items such as water bottles, candy wrappings, straws, food and drink packaging, and branded pens.

IMPACTS

- Changing brand standards allowed the group to implement solutions across the portfolio. For example, branded pens have been replaced by pencils and giveaway sweets are now wrapped in eco-friendly, wood-based foil wrappers.
- In 2018, 162 Radisson hotels were equipped with filtered water systems to reduce the use of plastic bottles. Considering that an average hotel uses 39,000 water bottles in meetings and events annually, this reduces CO2 emissions by 3.2 tons annually per hotel.
- Encouraging guests to refuse plastic straws has had a major effect. Radisson hotels in Africa, the Middle East, and Turkey are on target to achieve a 90 percent drop in plastic straw use, saving 6.5 million straws per year.

SUPPLIER SERAX REDUCING PLASTIC PACKAGING

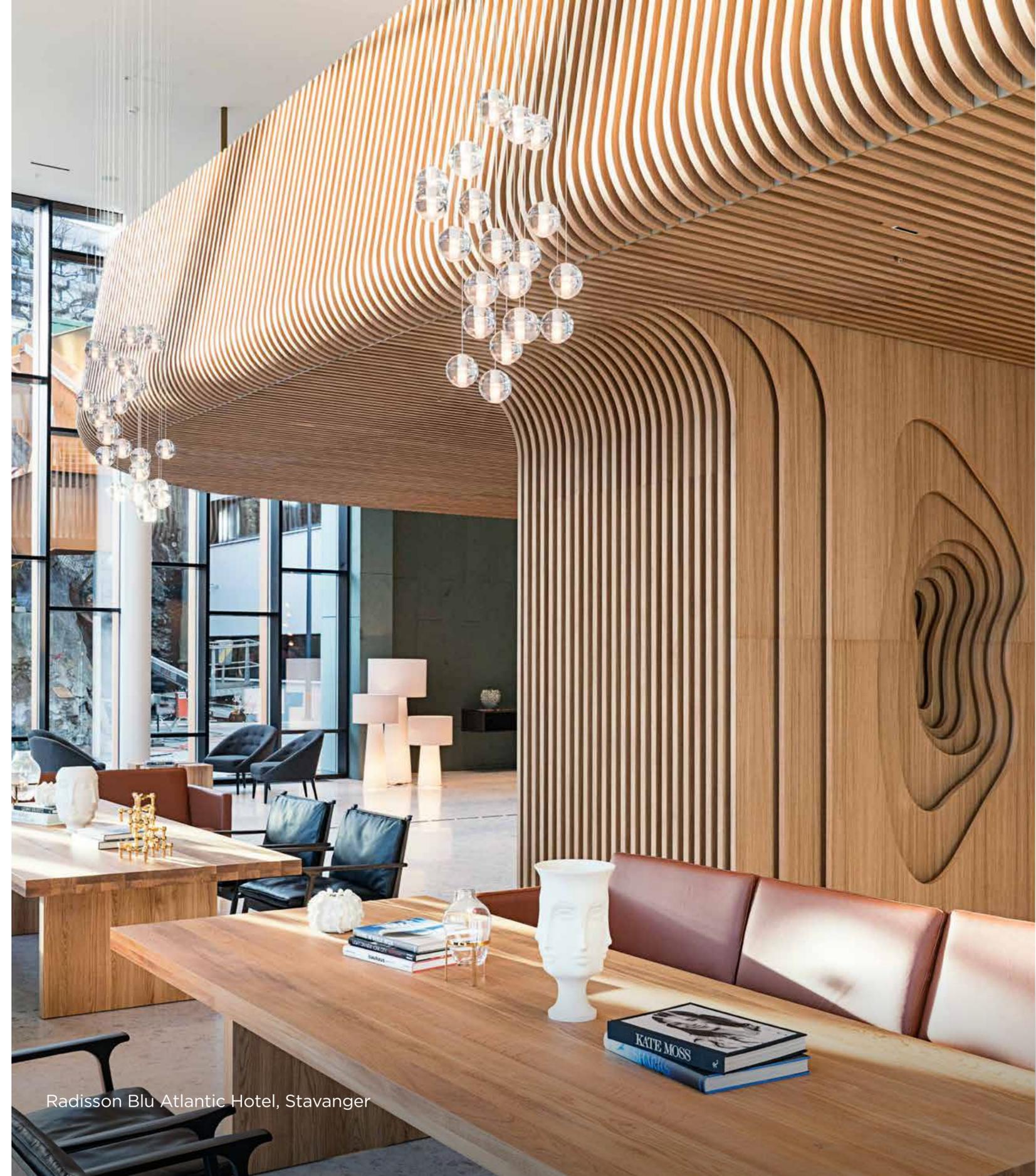
Radisson is working closely with our suppliers to reduce the use of unnecessary plastic, particularly in packaging.

Serax, which supplies much of our operational equipment, has undertaken an audit of the products it supplies to Radisson. The results showed:

- 45 percent of products used no plastic packaging
- 22 percent used plastic to protect products from contamination during handling and storage

Serax identified that the remaining 33 percent of products should be studied to determine if the plastic packaging could be replaced. The company is now working with its suppliers to identify alternative proposals to reduce plastic use.

Over the coming year, Radisson will be working with other our suppliers in a similar way to identify further opportunities to reduce plastic use.



THINK PLANET

ECO LABELS

Making sure our hotels operate as sustainably as they can is important to Radisson, and to the environment. That's why we aim to have all our hotels eco-labeled within a year of them opening. And we've now reached a point where 305 hotels – 80 percent of our EMEA portfolio, have been certified by partners such as Green Key.

Green Key is our biggest partner and one of the largest hospitality certifiers in the world. The Green Key certification has already been granted to over 3,000 hotels and accommodation venues in 57 countries. Radisson hotels are also certified by other leading national sustainability labels. They include Green Tourism in the UK, the Green Hospitality Award in Ireland – and the Green Leaf eco-label in Africa.

Hotels with the Green Key eco-label comply with around 100 sustainability criteria covering energy management, waste control, water usage, and social responsibility. Green Key is also helping hotels to do their part in achieving the UN Sustainable Development Goals.

Among the latest Radisson hotels to be certified are the two very colorful and newly built Park Inn by Radisson Hotels in Riga (Latvia). The Park Inn by Radisson Riga Valdemara and the Park Inn by Radisson Residence Riga Barona have the lowest water consumption per minute of any hotel in the Riga area.

Another great addition to our list of eco-labeled hotels is the Radisson RED Cape Town (South Africa). Not only has the hotel gained Green Key certification, it has also become the first hotel in South Africa to receive a five-star rating from Green Star for a new building.

In July 2018, the Park Inn by Radisson Samsun (Turkey) received its Green Key certificate just over a year after opening. The hotel team's ongoing Responsible Business focus made certification easy.

300+

hotels are eco-labeled



THINK PLANET

GREEN BUILDINGS

Radisson is committed to operating our buildings so that they have the lowest possible energy and carbon footprints. We achieve this by implementing Think Planet efficiency principles in our standards, and through close cooperation with property owners, builders, and architects. We also use eco-modelling tools to create a business case for green buildings, particularly in emerging markets.

EDGE

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

EDGE encourages the construction of resource-efficient buildings by proving the business case for energy and water saving measures, and the use of energy efficient building materials. The tool uses local parameters for each country. As a result, EDGE tool makes it easy for operators such as Radisson to design green hotels in emerging markets.

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

RADISSON BLU ATLANTIC RECEIVES BREEAM CERTIFICATION

Radisson's first hotel in the Nordics, the Radisson Blu Atlantic Hotel, Stavanger has received BREEAM certification following a year-long renovation project. BREEAM certification recognizes the sustainable and environmentally friendly nature of the renovation which has seen all parts of the hotel revamped.

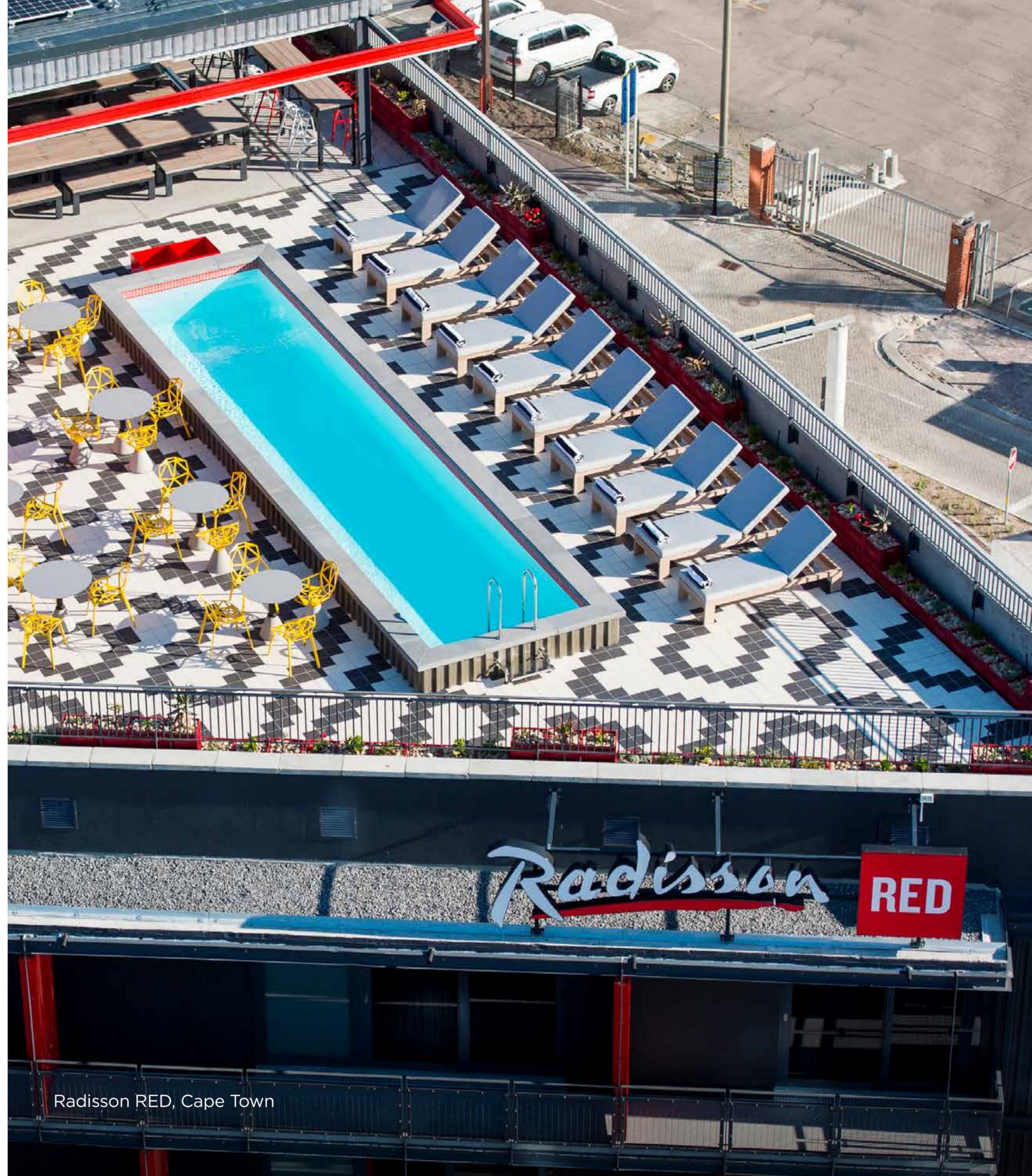
To achieve BREEAM certification, the design team had to consider all parts of the building structure – both internal and external. A key focus was reducing CO₂ emissions. To achieve this, new low-energy equipment was installed which does not compromise guest expectations or their experience.

The result is a state-of-the-art building which meets the needs of guests, employees, owners and investors, and the environment.

RADISSON RED GOES GREEN

The Radisson RED Cape Town (South Africa) gained a five-star Green Star rating in 2018. That made it the first Radisson RED and the first 'new build' hotel in South Africa to achieve this remarkable feat.

The hotel's sustainable building materials and efficient operational processes impressed the Green Star panel in several areas. These included energy and water use, emissions, and the overall quality of the indoor environment.



THINK PLANET

CONTRIBUTING TO SUSTAINABLE CITIES

360° SUSTAINABILITY IN BASEL

The Radisson Blu Hotel, Basel in Switzerland hosted a special 360° Responsible Business event for our partners. The event recognized that sustainability in hospitality doesn't come from hotels alone. It's the responsibility of everyone involved, including the businesses and clients who help us achieve our environmental commitments.

The 360° Responsible Business event gave an opportunity to congratulate everyone who has helped meet our goals. The idea of Responsible Business ran throughout the evening which included a 'plastic-free' meal of local Swiss dishes.

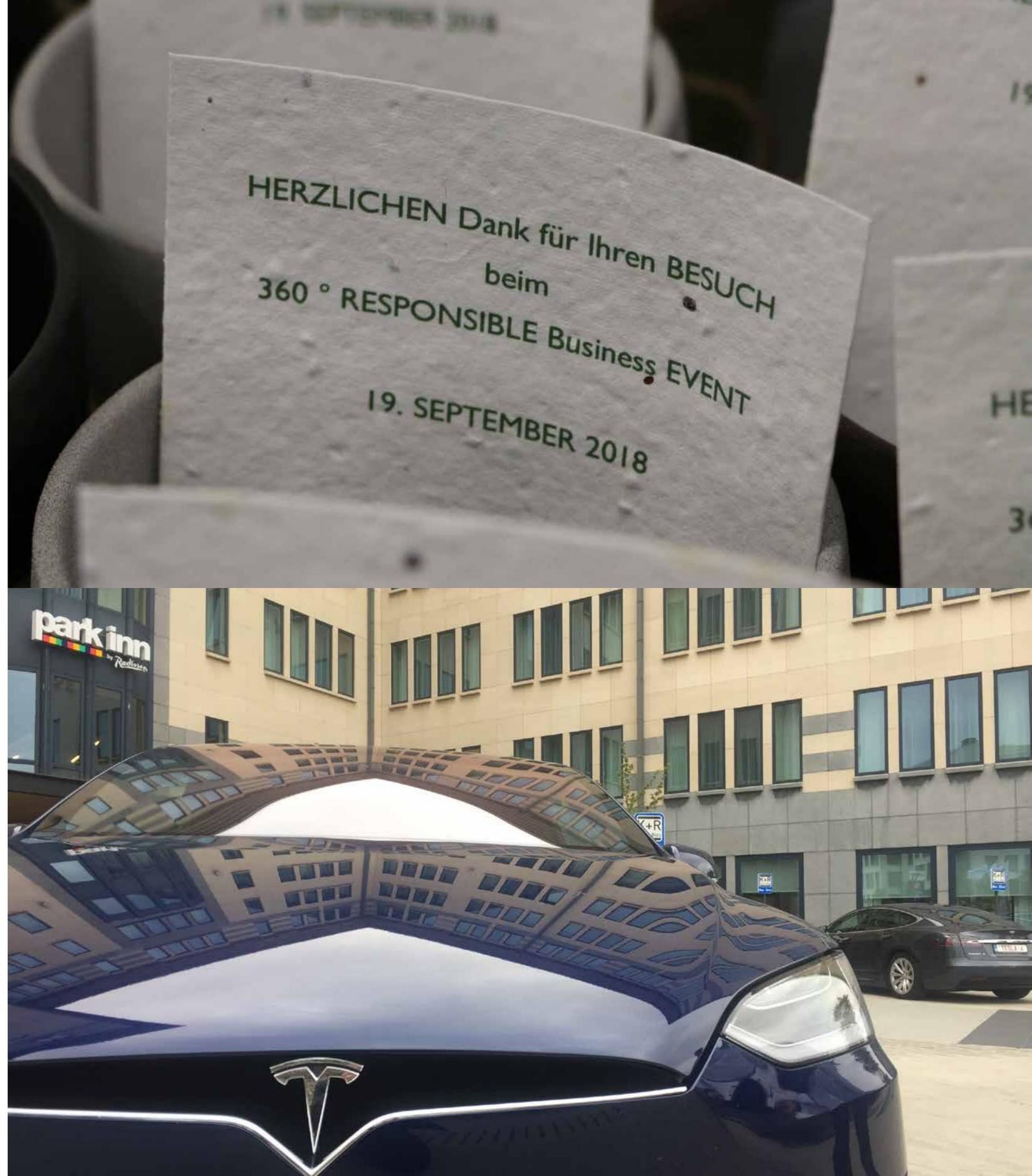
The event was also a chance to focus on the next steps we must take to become even more sustainable. Together with our partners and clients, we're aiming to create a more sustainable hospitality industry for all.

ELECTRIC CAR CHARGING STATIONS

In 2017, Radisson joined Tesla's destination charging network. Whenever guests are recharging their batteries through a stay at one of our properties or a meal in our restaurants, they can also charge their electric car for free.

The collaboration with Tesla gives guests an easy charging solution and helps to ensure they will get to their next destination quickly and cleanly. It's a win for our guests and a win for the environment. So, there's no need to worry anymore about where to charge your electric car! We have 328 electric car charging posts (including the Tesla network) spread across 104 of our hotels.

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



EARTH DAY INSPIRATION

Many of our hotels participated in the Earth Day campaign to #RefuseTheStraw. Some also decided to go one step further and help guests to find new ways to approach sustainability.

The teams from our Riga (Latvia) hotels collaborated with SeekTheSimple.com. This organization uses the principles of zero-waste and minimalism to look for new and more sustainable ways to do everyday things. Together, the hotels and SeekTheSimple organized a zero-waste lecture for local companies and organizations. This was followed by a masterclass in making natural toothpaste.

In Belgium, the team at Radisson RED Brussels inspired their guests to tackle pollution and reduce CO₂ by distributing seeds. The seeds were planted in small cups and placed on a counter making it easy for guests to take one away.

HOTELIERS PROTECT BIODIVERSITY

Radisson's hotels around the world are taking vital action to protect biodiversity in their local communities. During 2018, our properties:

- Planted 12,500 trees
- Implemented 33 beekeeping programs

Bee populations are under pressure from increasing urbanisation and pollution. To encourage biodiversity in their local areas, many Radisson hotels are now sponsoring beehives or 'hosting' them. After all, bees are responsible for pollinating 76 percent of our food crops and 80 percent of cut-flowers. They are critical to local biodiversity - and the honey they produce can be used directly in the hotel. We're ensuring that they have plenty of places to obtain food by planting green roofs, vertical gardens, and herb gardens. Today:

- 23 hotels have a green roof
- 24 hotels have a vertical garden
- 69 hotels have an onsite herb garden



RESPONSIBLE SUPPLY CHAIN

Radisson works with sustainable suppliers to provide integrated projects and solutions for our hotels.

We are also committed to combating modern slavery in the supply chain, and are encouraging our partners and the broader business community to take a stand against human trafficking and for human rights.

SUPPLIER CODE OF CONDUCT

The products, services, and activities of our suppliers may impact the Radisson's reputation and affect our level of trust with other stakeholders. Radisson prefers to work with suppliers who demonstrate their environmental, social, and ethical responsibility. Our Supplier Code of Conduct outlines the minimum standards that they are expected to achieve.

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

RISK MAPPING ANALYSIS

Radisson uses several tools to increase supplier visibility and to understand and control the business risk of our supply chain. As part of our supplier due diligence, Radisson's Request for Information tendering process was reviewed and updated in 2018. The new process enables us to evaluate new and potential suppliers during the first phase of the tender process. This means the supplier's financial, environmental, and human resource status can be assessed before a contract is signed. Another tool to enable us to understand supplier performance was created in 2017. Known as the Supplier Risk Mapping Analysis, the tool is used to assess existing suppliers.

Criteria in the supplier analysis includes environmental sustainability, human rights, health and safety, community action, business ethics, and sustainable innovation in research and development.

In 2018, Radisson risk-mapped the top 50 percent of our corporate suppliers and selected regional suppliers which provide high risk products and services, in terms of social and environmental impacts.

The results of the risk mapping exercise allow Radisson to have a dialogue on responsible supply chain management with our suppliers. It can be used for supplier assessment, evaluation, and will be a discussion point in yearly meetings with suppliers. The mapping tool is integrated into the corporate procurement IT system, allowing a more automated approach to assess suppliers.

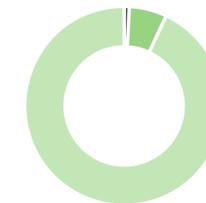
RADISSON SUPPLIER RISK MAPPING MODEL



SUPPLIER TYPE		
Mature Markets		52%
Emerging Markets		48%



SPEND BREAKDOWN BY SUPPLIER TYPE		
Corporate		3%
Regional		46%
Local		51%



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

THINK PLANET

ECOVADIS SILVER AWARD

EcoVadis has awarded Radisson a Silver supplier rating for our sustainable practices. EcoVadis evaluates more than 20,000 companies annually on their environmental, human rights, and ethical performance. It aims to improve the environmental and social practices of companies by leveraging the influence of global supply chains.

Each company is assessed through 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.

The overall EcoVadis score reflects the quality of the company's corporate social responsibility management system. The Silver award places Radisson amongst the top 30% of EcoVadis performers.

KEY SUPPLIERS

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

BIOVATE FOR RADISSON BLU AND RADISSON RED

Radisson Blu and Radisson RED hotels have partnered with Big Impact to introduce bio-based wallpapers into their properties. Known as Walltex Biovate, the wallcovering is made from modified starch-based polymers recovered from the potato industry. This creates a healthy in-room climate for hotel guests as Biovate emits no volatile organic compounds (VOCs).

The product is 100% PVC-free, and contains no phthalates, chlorides, or heavy metals.

The designs of the wallcoverings are customized by Big Impact to suit each brand and printed on-demand.



Radisson RED, Brussels

APPENDIX



APPENDIX

305 ECO-LABELED HOTELS

AUSTRIA

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

BAHRAIN

- The Diplomat Radisson Blu Hotel Residence & Spa, Manama

BELGIUM

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

CROATIA

- Radisson Blu Resort Split

CZECH REPUBLIC

- Park Inn by Radisson Ostrava
- Park Inn Hotel Prague

DENMARK

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

EGYPT

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

ESTONIA

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

ETHIOPIA

- Radisson Blu Hotel, Addis Ababa

FINLAND

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

FRANCE

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

GEORGIA

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

GERMANY

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

APPENDIX

305 ECO-LABELED HOTELS

GREECE

- Radisson Blu Park Hotel, Athens

HUNGARY

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

ICELAND

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

IRELAND

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

ITALY

- Radisson Blu Hotel, Milan

KAZAKHSTAN

- Park Inn by Radisson Astana
- Radisson Hotel, Astana

KENYA

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

KUWAIT

- Radisson Blu Hotel, Kuwait
- Symphony Style Hotel Kuwait

LATVIA

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

LEBANON

- Radisson Blu Martinez Hotel, Beirut

LITHUANIA

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

LUXEMBOURG

- Park Inn by Radisson Luxembourg City

MALTA

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

MOLDOVA

- Radisson Blu Hotel Chisinau, Moldova

MOROCCO

- Radisson Blu Hotel, Marrakech Carré Eden

MOZAMBIQUE

- Radisson Blu Hotel, Maputo

NETHERLANDS

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

NIGERIA

- Radisson Blu Anchorage Hotel, Lagos V.I.

NORWAY

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

- Radisson Blu Royal Garden Hotel, Trondheim
- Radisson Blu Hotel, Trondheim Airport
- Radisson Blu Trysil Mountain Resort
- Radisson Blu Resort, Trysil

OMAN

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

POLAND

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

QATAR

- Radisson Blu Hotel, Doha

ROMANIA

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

305 ECO-LABELED HOTELS

RUSSIA

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

SAUDI ARABIA

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

SENEGAL

- Radisson Blu Hotel, Dakar Sea Plaza

SERBIA

- Old Mill Hotel, Belgrade, Serbia

SIERRA LEONE

- Radisson Blu Mammy Yoko Hotel, Freetown

SLOVAKIA

- Park Inn by Radisson Danube, Bratislava Hotel

SOUTH AFRICA

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

SPAIN

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

SWEDEN

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

SWITZERLAND

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

TUNISIA

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

TURKEY

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

UKRAINE

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

APPENDIX

305 ECO-LABELED HOTELS

UNITED ARAB EMIRATES

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

UNITED KINGDOM

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

- Park Inn by Radisson Peterborough
- Park Inn by Radisson Telford
- Radisson Blu Hotel, Belfast
- Radisson Blu Hotel, Birmingham
- Radisson Blu Hotel, Cardiff
- Radisson Blu Hotel, Glasgow
- Radisson Blu Hotel, Leeds
- Radisson Blu Hotel, Liverpool
- Radisson Blu Hotel Manchester Airport
- Radisson Blu Hotel, Durham

ZAMBIA

- Radisson Blu Hotel, Lusaka

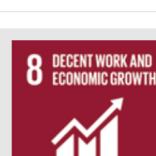


Radisson Hotel, Lagos Ikeja

APPENDIX

SUSTAINABLE DEVELOPMENT GOALS

Radisson is conscious that our Responsible Business targets and actions need to contribute to the UN Sustainable Development Goals.

 <p>1 NO POVERTY End poverty in all its forms everywhere</p> <p>HUMAN RIGHTS COMMUNITY ENGAGEMENT</p>	 <p>5 GENDER EQUALITY Achieve gender equality and empower all women and girls</p> <p>DIVERSITY & INCLUSION</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p> <p>GREEN BUILDINGS THINK PLANET</p>	 <p>13 CLIMATE ACTION Take urgent action to combat climate change and its impacts</p> <p>THINK PLANET PRINCIPLES CARBON FOOTPRINT & RENEWABLES</p>	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p>BUSINESS ETHICS COMPLIANCE HUMAN RIGHTS SAFETY & SECURITY</p>
 <p>2 ZERO HUNGER End hunger, achieve food security and improved nutrition, and promote sustainable agriculture</p> <p>FOOD.SHELTER.FUTURE</p>	 <p>6 CLEAN WATER AND SANITATION Ensure availability and sustainable management of water and sanitation for all</p> <p>WATER STEWARDSHIP WASH</p>	 <p>10 REDUCED INEQUALITIES Reduce inequality within and among countries</p> <p>THINK COMMUNITY COMMUNITY ACTION MONTH DIVERSITY & INCLUSION</p>	 <p>14 LIFE BELOW WATER Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p> <p>WATER STEWARDSHIP</p>	 <p>17 PARTNERSHIPS FOR THE GOALS Strengthen the means of implementation and revitalize the global partnership for sustainable development</p> <p>MEMBERSHIPS INCLUDING ITP, UN GLOBAL COMPACT & UN CEO WATER MANDATE ECO-LABELLING</p>
 <p>3 GOOD HEALTH AND WELL-BEING Ensure healthy lives and promote well-being for all at all ages</p> <p>DIVERSITY & INCLUSION SOAP FOR HOPE™</p>	 <p>7 AFFORDABLE AND CLEAN ENERGY Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>THINK PLANET ENERGY</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>SAFETY AND SECURITY TRIC=S FORMULA</p>	 <p>15 LIFE ON LAND Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss</p> <p>CARBON FOOTPRINT & RENEWABLES</p>	
 <p>4 QUALITY EDUCATION Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>PEOPLE DEVELOPMENT & TALENT MANAGEMENT</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>EMPLOYMENT & EMPLOYABILITY PEOPLE DEVELOPMENT & TALENT MANAGEMENT</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns</p> <p>RESPONSIBLE SUPPLY CHAIN SOAP FOR HOPE™</p>		

APPENDIX

GLOBAL COMPACT COMPLIANCE

PRINCIPLES OF THE GLOBAL COMPACT	RADISSON SYSTEMS AND PROCESSES	
HUMAN RIGHTS		
<p>Principles 1: Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<ul style="list-style-type: none"> • Living & Leading Responsible Business Training • Employee Handbook 	<ul style="list-style-type: none"> • Supplier Code of Conduct and agreements • Human Rights Policy
<p>Principle 2: Businesses should make sure that they are not complicit in human rights abuses.</p>	<ul style="list-style-type: none"> • Code of Business Ethics • www.ethics.radissonhotels.com • Policy against the Facilitation of Prostitution 	<ul style="list-style-type: none"> • Supplier Code of Conduct and agreements • Human Rights Policy • Combating modern slavery toolkit
LABOR		
<p>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p>	<ul style="list-style-type: none"> • Human Resources Guidelines • Employee Handbook • European Workers Councils 	<ul style="list-style-type: none"> • Supplier Code of Conduct • Employment Principles
<p>Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor.</p>	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics • Supplier Code of Conduct and agreements • Employment Principles 	<ul style="list-style-type: none"> • Human Rights Policy • Combating modern slavery toolkit
<p>Principle 5: Businesses should support the effective abolition of child labor.</p>	<ul style="list-style-type: none"> • Code of Business Conduct and Ethics • Supplier Code of Conduct and agreements 	<ul style="list-style-type: none"> • Employment Principles • Human Rights Policy
<p>Principle 6: Businesses should support the elimination of discrimination in respect to employment and occupation.</p>	<ul style="list-style-type: none"> • Human Resources Guidelines • Employee Handbook • Living & Leading Responsible Business training • Policy on Recruitment and Selection • Transfer Policy 	<ul style="list-style-type: none"> • Policy on Sexual Harassment and Illicit Activities • Social Networking Policy • Supplier Code of Conduct • Employment Principles • Human Rights Policy
ENVIRONMENT		
<p>Principle 7: Businesses should support a precautionary approach to environmental challenges.</p>	<ul style="list-style-type: none"> • Responsible Business & Environment Policy • Radisson Technical Standards 	<ul style="list-style-type: none"> • Environmental reporting and targets
<p>Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.</p>	<ul style="list-style-type: none"> • Responsible Business & Environment Policy • Radisson Technical Standards • Think Planet tools 	<ul style="list-style-type: none"> • Living & Leading Responsible Business training • Supplier Code of Conduct
<p>Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.</p>	<ul style="list-style-type: none"> • Radisson Technical Standards • Think Planet tools 	<ul style="list-style-type: none"> • Carbon Neutral Meetings • Eco-labeled hotels
ANTI CORRUPTION		
<p>Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.</p>	<ul style="list-style-type: none"> • Global Information Security Policy • Code of Business Conduct and Ethics • Anti-bribery 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	4	
102-2	Activities, brands, products, and services	4	
102-3	Location of headquarters	4	
102-4	Location of operations	4	
102-5	Ownership and legal form	4	
102-6	Markets served	4	
102-7	Scale of the organization	4	
102-8	Information on employees and other workers	26	
102-9	Supply chain	65	
102-10	Significant changes to the organization and its supply chain	-	
102-11	Precautionary Principle or approach	3	
102-12	External initiatives	15	
102-13	Membership of associations	15	
STRATEGY			
102-14	Statement from senior decision-maker	6-8	
ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behavior	28-31	
		36-37	
GOVERNANCE			
102-18	Governance structure	13-14	
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	11	
102-41	Collective bargaining agreements	26	
102-42	Identifying and selecting stakeholders	11	
102-43	Approach to stakeholder engagement	11	
		13-14	
102-44	Key topics and concerns raised	12	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISION
REPORTING PRACTICE			
102-45	Entities included in the consolidated financial statements	3	
		-	
102-46	Defining report content and topic boundaries	3	
		12	
102-47	List of material topics	11-12	
102-48	Restatements of information	13-14	
102-49	Changes in reporting	3	
102-50	Reporting period	3	
102-51	Date of most recent report	-	
102-52	Reporting cycle	3	
102-53	Contact point for questions regarding the report	79	
102-54	Claims of reporting in accordance with the GRI Standards	3	
102-55	GRI content index	74-75	
102-56	External assurance	79	no external assurance

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	65-66	
103-2	The management approach and its components	65-66	
103-3	Evaluation of the management approach	65-66	
204-1	Proportion of spending on local suppliers	65-66	
ANTI-CORRUPTION			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	13-14	
103-3	Evaluation of the management approach	13-14	
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	12	
103-2	The management approach and its components	13-14	
103-3	Evaluation of the management approach	52	
302-1	Energy consumption within the organization	51	
302-3	Energy intensity	51	
302-4	Reduction of energy consumption	51	
302-5	Reductions in energy requirements of products and services	51	
WATER			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	13-14	
103-3	Evaluation of the management approach	55	
303-1	Water withdrawal by source	55	
303-2	Water sources significantly affected by withdrawal of water	55	
303-3	Water recycled and reused	55	

APPENDIX

GRI STANDARD DISCLOSURES TABLE

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
BIODIVERSITY			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	13-14	
103-3	Evaluation of the management approach	63-64	
304-2	Significant impacts of activities, products, and services on biodiversity	63-64	
304-3	Habitats protected or restored	63-64	
EMISSIONS			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	13-14	
103-3	Evaluation of the management approach	53-54	
305-1	Direct (Scope 1) GHG emissions	53-54	
305-2	Energy indirect (Scope 2) GHG emissions	53-54	
305-4	GHG emissions intensity	53-54	
305-5	Reduction of GHG emissions	10	
		16	
		53-54	
ENVIRONMENTAL COMPLIANCE			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	13-14	
103-3	Evaluation of the management approach	13-14	
307-1	Non-compliance with environmental laws and regulations	13-14	
SUPPLIER ENVIRONMENTAL ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	65-66	
103-2	The management approach and its components	65-66	
103-3	Evaluation of the management approach	65-66	
308-1	New suppliers that were screened using environmental criteria	65-66	
EMPLOYMENT			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	13-14	
103-3	Evaluation of the management approach	26-27	
401-1	New employee hires and employee turnover	26-27	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	28-31	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
TRAINING AND EDUCATION			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	13-14	
103-3	Evaluation of the management approach	28-31	
404-1	Average hours of training per year per employee	28-31	
404-2	Programs for upgrading employee skills and transition assistance programs	28-31	
DIVERSITY AND EQUAL OPPORTUNITY			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	13-14	
103-3	Evaluation of the management approach	32-35	
405-1	Diversity of governance bodies and employees	32-35	
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	26-27	
103-3	Evaluation of the management approach	26-27	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	26-27	
CHILD LABOR			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	76-78	
103-3	Evaluation of the management approach	76-78	
408-1	Operations and suppliers at significant risk for incidents of child labor	76-78	
HUMAN RIGHTS ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	76-78	
103-3	Evaluation of the management approach	76-78	
412-1	Operations that have been subject to human rights reviews or impact assessments	76-78	
412-2	Employee training on human rights policies or procedures	20-22	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	76-78	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
LOCAL COMMUNITIES			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	39 - 48	
103-3	Evaluation of the management approach	39 - 48	
413-1	Operations with local community engagement, impact assessments, and development programs	39 - 48	
SUPPLIER SOCIAL ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	12	
103-2	The management approach and its components	65-66	
103-3	Evaluation of the management approach	65-66	
414-1	New suppliers that were screened using social criteria	65-66	
PUBLIC POLICY			
103-1	Explanation of the material topic and its Boundary	12	
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	12	
103-2	The management approach and its components	23-25	
103-3	Evaluation of the management approach	23-25	
416-1	Assessment of the health and safety impacts of product and service categories	23-25	

RADISSON HOSPITALITY AB SLAVERY AND HUMAN TRAFFICKING STATEMENT 2018

ABOUT RADISSON HOSPITALITY AB

Radisson Hospitality AB [formerly Rezidor Hotel Group AB] is a publicly listed company on the Nasdaq Stockholm (Sweden). Radisson Hospitality is one of the largest hotel companies in Europe, the Middle East & Africa (EMEA).

Radisson Hospitality AB is a member of Radisson, the eleventh largest hotel group in the world. Through a master franchise agreement with Radisson Hospitality, Inc. USA – Radisson Hospitality AB operates and develops hotel brands across EMEA including: Radisson Collection, Radisson Blu, Radisson, Radisson RED, and Park Inn by Radisson. Since 2016, Radisson Hospitality AB has also owned 49 percent of prizeotel. Radisson Hospitality also operates the Radisson Rewards loyalty program for frequent hotel guests.

Radisson Hospitality AB operates a portfolio of 486 hotels with more than 107,136 rooms (in operation or under development) in 78 countries across EMEA. Radisson Hospitality AB and its brands employ over 45,000 team members. We have an industry-leading Responsible Business Program and have been named one of the World’s Most Ethical Companies by the US think-tank Ethisphere for nine years.

Radisson Hospitality AB (Radisson) is headquartered in Brussels, Belgium.

GOVERNANCE AND RECOGNITION

Radisson acknowledges and respects the principles contained in the United Nations Declaration of Human Rights. They are consistent with Radisson’s core values and our commitment to be a force for good. Radisson endeavors to conduct its business operations in a manner that seeks to promote and enhance human

rights within its sphere of influence. This commitment is aligned with, and supported by, our Code of Business Ethics and the principles of the United Nations Global Compact. The Group has been a signatory to the Global Compact since 2009.

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

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

COMMITMENT TO COMBAT MODERN SLAVERY

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

Radisson strives to ensure that:

- Every employee has a worker contract
- No employee is forced to work
- No employee is forced to handover government-issued identification, passports, work permits, or bank cards to a third party

- No employee is required to pay any fees in exchange for work
- No excessive deductions are made from any employee’s wages.

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

OUR BUSINESS AND SUPPLY CHAIN

TEAM INVOLVEMENT IN ‘COMBATTING MODERN SLAVERY’ INITIATIVE

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

STRUCTURE OF OUR SUPPLY CHAIN

Radisson’s 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 operational supplies and equipment, furniture, fixtures and equipment, food, drinks, amenities, linen, and cleaning supplies. Local suppliers are managed at the hotel level.

GUIDING DOCUMENTS: PRINCIPLES AND POLICIES

CODE OF BUSINESS CONDUCT AND ETHICS

Radisson’s internal Code of Conduct and Business Ethics contains rules and guidelines and serves as a reminder to all Radisson employees of our policies and commitment to do what is right and ethical. The Code applies to every person

who works for us, and every one of our companies. It is distributed to all employees. All employees are trained in the Code of Business Conduct and Ethics, its implications, and reporting processes. The training is mandatory for all employees and includes a reference to the Radisson’s ethics platform. In 2018, the Code of Business Conduct and Ethics was updated to conform with the EU’s GDPR regulations and other policies.

SUPPLIER CODE OF CONDUCT

Our Supplier Code of Conduct includes obligations for suppliers and the broader business community. It encourages them to take a stand against human trafficking and modern slavery. The Supplier Code of Conduct supplements the Code of Business Conduct and Ethics. It’s principles represent the minimum standards that Radisson expects its suppliers to achieve. The Supplier Code is signed by all suppliers at the corporate and regional levels and becomes a part of the supplier agreement. In 2018, the Supplier Code of Conduct was updated in line with GDPR and other policies. The updated Supplier Code was communicated to all Radisson suppliers.

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

HUMAN RIGHTS

Radisson has grouped key human rights and employment principles into two documents. Our Human Rights Policy covers the Group’s engagement on issues such as ethical business conduct, protection of children’s rights, combating human trafficking, and protection of employee rights. Our Employment Principles cover the Group’s promises to its employees such as non-discrimination, freedom of association, and development

RADISSON HOSPITALITY AB SLAVERY AND HUMAN TRAFFICKING STATEMENT 2018

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

RESPONSIBLE BUSINESS

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

OPERATIONAL DUE DILIGENCE

AUDITS

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

Other elements are checked including supplier contract approval, work permits for employees from outsourced companies, reference checks on other partners of suppliers, and background checks on outsourced employees in Accounting & Finance, Human Resources, Security, IT, Front Office, and Food & Beverage. An outsourced company cannot sub-contract any activities delivered to the hotel without written approval from Radisson. In 2018, 61 percent of our managed and leased hotels have been audited.

RESPONSIBLE RECRUITMENT

Two-percent of employees are recruited indirectly through a recruitment agent and 13 percent (down

from 20.7 percent in 2017) of hotel employees are outsourced. We aim to apply responsible practices when recruiting outsourced employees. To mitigate the risk of modern slavery and human trafficking, Radisson uses a responsible recruitment framework for our hotels. The Group developed a Responsible Recruitment toolkit to support our recruitment practices. The toolkit provides guidance on how to combat modern slavery and details of how to engage with employees, how to increase awareness of modern slavery amongst employees, how to approach a recruitment agency, and what due diligence to conduct.

The toolkit supports hotel management teams in their efforts to combat modern slavery, especially with outsourced labor. The toolkit has been rolled out to all geographic areas in Europe, the Middle East, and Africa, and all of our HR managers have received training in how to use it. In 2018, 62 percent (up 8 percent compared to 2017) of our hotels actively used the toolkit.

SELF-ASSESSMENT QUESTIONNAIRE

Radisson engaged the specialized human rights consultancy Verité to create a hotel self-assessment tool in 2017. The self-assessment questionnaire (SAQ) is designed to identify potential gaps and vulnerabilities in the business processes of our hotels. It also 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 foreign workers.

As part of its implementation, the SAQ was tested in three of our hotels in the Middle East. Elements of the SAQ have been integrated into the annual Responsible Business status report which is completed by all hotels.

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.

SUPPLIER DUE DILIGENCE

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

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

RISK MAPPING IN PROCUREMENT SYSTEM

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

1. Supply chain working group

Radisson was part of the International Tourism Partnership's (ITP) supply chain working group. The working group developed a risk-rating tool which allows hotels to obtain a more complete overview of our supplier risk profile. The rating weights various criteria including spend, volume, risk, impact, and likelihood of success.

2. Supplier questionnaire

The Group updated its responsible business supplier

questionnaire in 2018 to align it with the updated Supplier Code of Conduct. The questionnaire includes a rating tool to identify the supplier's level of risk management and mitigation. Our standard supplier contract terms were also updated in 2018. They now include a clause requesting that suppliers complete the responsible supplier questionnaire and provide reasonable evidence of compliance with Radisson's Supplier Code of Conduct on request. In addition, the Request for Information tendering process was reviewed and updated, allowing the Group to evaluate new and potential suppliers during the first phase of the tender process. This allows Radisson to evaluate the supplier's financial, environmental, and human resource status before signing a contract.

3. Risk mapping analysis

As part of our supplier due diligence, a risk mapping analysis was created in 2017 to enable us to understand supplier performance. In 2018, Radisson risk-mapped the top 50 percent of our corporate suppliers.

The results of the risk mapping exercise allow Radisson to have a dialogue on responsible supply chain management with our suppliers. It can be used for supplier assessment, evaluation, and will be a discussion point in yearly meetings with suppliers. In 2018, the mapping tool was integrated into the corporate procurement IT system.

TRAINING

We endeavor to educate and facilitate our employees to make a conscious decision in favor of environmental, ethical, and social issues every day, both in their private and work lives. We train our employees to recognize the risks of modern slavery and human trafficking in our operations. We explain the benefits of strong measures

RADISSON HOSPITALITY AB SLAVERY AND HUMAN TRAFFICKING STATEMENT 2018

to tackle slavery and human trafficking, as well as the consequences of failing to combat these problems.

COMBATTING MODERN SLAVERY TRAINING

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

CHILD PROTECTION AND ANTI-TRAFFICKING

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

AWARENESS RAISING PROGRAMS

BEST PRACTICE IN THE INDUSTRY

Radisson believes that the hospitality industry can be a force for good and make a positive contribution to tackle modern slavery and human trafficking. The Group is a member of the International Tourism Partnership (ITP) which provides a voice for environmental and social responsibility in the industry.

In 2017, ITP and its members took a stand on four critical issues which the industry's stakeholders want the hotel sector to address. These issues are articulated in ITP's Goals for 2030. The four Goals set out our vision for how hotel companies can work together on targets for

carbon, water, youth employment, and human rights.

The target on human rights is to raise awareness, embed human rights into corporate governance, and work collectively within the industry to address risks arising in the labor supply chain and during hotel construction.

In 2018, ITP launched its Principles on Forced Labor, moving us closer to our Goal for human rights. The three Principles on Forced Labor are:

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

RADISSON ETHICS PLATFORM

A cornerstone of our Code of Business Ethics implementation is ethics.radissonhotels.com, a website run by an independent third-party organization. Employees can use this site to find information on our Code of Business Conduct and Ethics and report concerns anonymously. Any employee with concerns or questions about the Code is encouraged to raise these directly with their supervisor or person of trust in the hotel or regional organization. If this is not possible, the employee can report the issue online. The site and hotline are available in eleven languages and can be utilized by all employees, outsourced employees, and agency workers. Of the 61 reports made in in 2018, none involved allegations concerning modern slavery.

Violations of our supplier code of conduct Suppliers are expected to comply with the standards of the Supplier Code of Conduct and with all applicable laws and regulations. In cases where modern slavery, human trafficking, exploitation of children, or forced and compulsory labor is discovered in the supply chain, it must be reported to Radisson without delay. A specific

email address is provided for this purpose. The Group encourages any stakeholder with concerns about the Supplier Code of Conduct and its implementation to discuss this directly with the supplier.

If Radisson receives such a report, we will ask the supplier to comment. If necessary, we may request the supplier implement an improvement plan to correct the issue. If the supplier does not act or respond to the report or concern, and is not willing to work on correcting the issue, they can be subjected to disciplinary action. This can include termination as a Radisson 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 Radisson, that they may report serious or sensitive concerns, or possible breaches of the Supplier Code of Conduct.

FURTHER STEPS

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

Over the coming year we plan to:

- Continue the development of tools on the responsible recruitment framework and to make them available to our hotels. We will also conduct risk evaluations of suppliers of outsourced labor.
- Continue to encourage hotel teams to use the Responsible Recruitment toolkit

- Include elements of the Self-Assessment Questionnaire in Area HR audits
- Continue supplier engagement and fully implement evaluations for all corporate suppliers, and all high-risk and high-volume regional suppliers to ensure they are complying with our Responsible Business, Human Rights, and preventing Modern Slavery policies.
- Continue the risk mapping analysis to include all corporate suppliers and all high-risk and high-volume regional suppliers
- Continue our cooperation with other industry partners via the ITP network to identify and share best practices
- Include and update modern slavery elements in our existing manuals, contracts, owner International Management Agreements (IMA), standards of operation, and audits
- Deliver a new global Responsible Business training including modules on Human Trafficking and Forced Labor.

SIGNED BY THE BOARD

This annual statement for the full year 2018 was approved by the Board of Radisson Hospitality AB.



Mingju Ma
Chairman

AUDITOR'S REPORT

AUDITOR'S REPORT ON THE STATUTORY SUSTAINABILITY REPORT

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

RESPONSIBILITIES OF THE BOARD OF DIRECTORS

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

RESPONSIBILITIES OF THE AUDITOR

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

CONCLUSION

A statutory sustainability report has been prepared.

Stockholm, March 20, 2019
PricewaterhouseCoopers AB

Signed by
Eric Salander
Authorized Public Accountant

Auditor in charge
Erik Bergh
Authorized Public Accountant



Group

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



Employees

www.instagram.com/radissonmoments/



Guests and other External Stakeholders

www.instagram.com/radissonhotels/



Group

www.twitter.com/radisongroup



Guests and other External Stakeholders

www.twitter.com/radissonhotels



Guests and other External Stakeholders

www.facebook.com/radissonhotels



Group

www.youtube.com/radissonhotelgroup



Group

www.radissonhotels.com/responsible-business

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