



RESPONSIBLE BUSINESS REPORT 2021

THINK
PEOPLE · COMMUNITY · PLANET

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About Radisson Hotel Group

Radisson Hotel Group (RHG) is one of the world's largest hotel groups with nine distinctive hotel brands, and more than 1,600 hotels in operation and under development in 120 countries and territories. The Group's overarching brand promise is Every Moment Matters with a signature Yes I Can! service ethos.

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

Radisson Rewards is our international rewards program that delivers unique and personalized ways to create memorable moments that matter to our guests. Radisson Rewards offers an exceptional experience for our guests, meeting planners, and travel agents at over 640 hotels in Europe, Middle East, Africa and Asia Pacific.

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

More than 100,000 team members work at RHG and at the hotels licensed to operate in its systems.

Since 2019, RHG is part of Jin Jiang International. Jin Jiang International Co., Ltd. is a leading travel and hospitality company headquartered in Shanghai, China and is ranked as the number two hotel group in the world in terms of number of rooms. (Source: MKG Ranking 2020).



Letter from the CEO

Radisson Hotel Group steps up its ambition and commits to Net-Zero.

In this new era with redefined expectations and requirements, the hospitality industry is accelerating its focus on key sustainability topics to become a transformed industry centered on sustainability. Now more than ever, we need to take our responsibility to limit global warming to 1.5°C compared to pre-industrial levels seriously.

I am therefore pleased to announce that RHG is setting emissions reduction targets in line with climate science and committing to decarbonizing our business. To reach net-zero global emissions by 2050 at the latest, RHG is establishing net-zero targets in line with the SBTi Net-Zero Standard. As part of this commitment, RHG will join the Business Ambition for 1.5°C campaign and the UNFCCC Race to Zero. While Net-Zero by 2050 seems far away, we need to act swiftly and in close coordination with property owners, developers, and our supply chain.

Being a Responsible Business is a key element in our strategic plan. Our Responsible Business pillars Think People, Think Community, Think Planet play an important role in our ambition to be one of the top three hotel brands in the world and the brand of choice for guests, owners, and talent.



Letter from the CEO

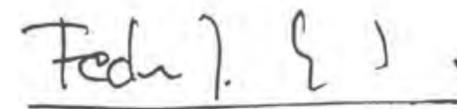
As the world continues to come out of the pandemic, attracting talent to fill the hundreds of vacancies in the hospitality industry is essential. At RHG, we want to be the employer of choice, recognizing talent and offering a journey of meaningful career moments and advancement. We are proud to have been recognized as #4 Best Employer in the Travel & Leisure industry globally by Forbes' World Best Employers ranking. This is the result of our clear strategy built on the seven strong beliefs that make up our vibrant company culture, the Yes I Can! spirit of our teams, and their dedication to always delivering memorable moments. We extend employment opportunities to the vulnerable and those in need in times of humanitarian crises through our employability programs, for example our actions and commitment to support Ukrainian refugees.

We continue to maintain our focus on the health, safety, and security of our guests, team members, and partners. All our hotels adhere to the Radisson Hotels Safety Protocol in which we implement essential COVID-19 prevention actions, and which is globally validated by SGS.

Throughout the pandemic, the attitude, commitment, and efforts of our team members in their local communities have been extraordinary. I feel extremely proud of the work they have done and continue to do. We will continue to provide food, shelter, and a brighter future for at-risk children and youth, alongside our international charity partner, SOS Children's Villages.

In 2021, we helped bring the industry together around a clear plan to accelerate our common path to net-zero hospitality. This joint work together with World Travel & Tourism Council, the Sustainable Hospitality Alliance, and other leading hotel groups has resulted in the definition of the Pathway to Net Positive Hospitality and the Hotel Sustainability Basics, a common starting point to support every hotel on their sustainability journey. The key objective is to create consistency across the industry and provide clear-to-recognize, easy-to-implement, and meaningful steps to accelerate sustainability at any given hotel.

We can only achieve more when we work together. I want to thank you for supporting us in making Every Moment Matter, every day, every time, and everywhere.



FEDERICO J. GONZÁLEZ
Chief Executive Officer, Radisson Hotel Group



Strategy and Performance



2021 Highlights

RHG looks back on a year of successful Responsible Business initiatives. 2021 marked a year of key milestones and innovative initiatives in the three pillars of Think People, Think Community and Think Planet.

Think People

1.5M

on-the-job, classroom and e-learning training hours

100%

entire hotel portfolio desktop validated by SGS

133

hotels certified by Safehotels

29%

women in leadership

Think Community

26,500

volunteer hours from corporate office and hotel team members

28,500

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

113

children sponsored with SOS Children's Villages

510,000

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

Think Planet

22%

reduction of carbon emissions per square meter vs 2019

23%

water footprint reduction per square meter vs 2019

100%

Radisson Meetings are carbon neutral, offsetting 37,800 tons of carbon since 2019

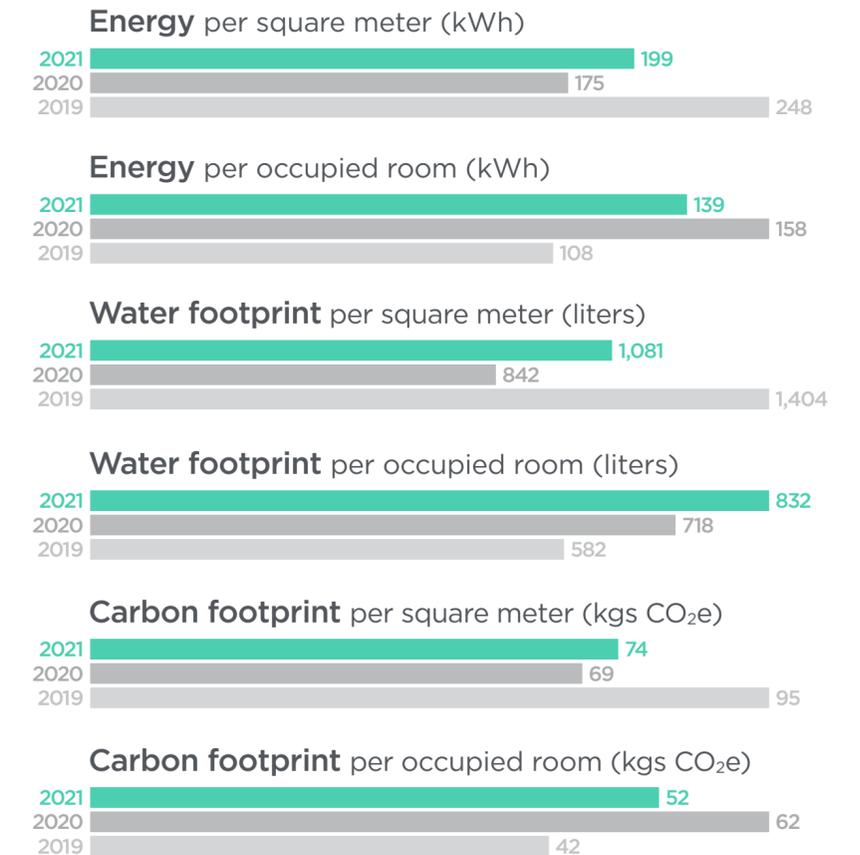
World's first

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

238 hotels

certified with eco-labels

Responsible Business Performance Indicators



Due to business disruptions caused by the COVID-19 pandemic, the performance of 2020 and 2021 is irregular. The 2019 metrics are more representative of our Performance Indicators.

5-year strategic plan

In 2021, tourism around the world and RHG continued to be impacted by the global pandemic. Despite this impact, RHG remains committed to its strategic plan, which makes the company ready for the full rebound of tourism and travel and which includes Responsible Business as one of the key initiatives.

RHG remains committed to its corporate responsibility targets, as outlined in RHG's 5-year strategic plan. The strategic plan for 2020 - 2025 includes the Responsible Business focus areas and targets for our hotels globally. These targets align with and contribute to the hotel industry 2030 focus areas, defined by the Sustainable Hospitality Alliance and to the UN Sustainable Development Goals.

RHG has expressed its commitment to net-zero by 2050 and has set intermediate targets, to build on and prepare for fully approved Science-Based Emission reduction targets. Targets of RHG's Responsible Business program include reducing our carbon and water footprint by 30% by 2025, removing single use plastics and continuing to drive best practices in responsible consumption behaviors.

The focus on responsible business practices is reflected in RHG's commitment to promote and enhance human rights within its sphere of influence, in its operations and the supply chain. RHG will continue its engagement creating shared value in communities in the areas of Food, Shelter and better Futures especially for children and youth-at-risk.

Finally, RHG practices SDG 17 - Partnership for the Goals - and fosters the travel industry transformation towards a sustainable standard. Working with key industry stakeholders, RHG collaborates to demonstrate positive impact for the wider hospitality industry, creating further opportunities for a more sustainable future.

RHG's ambitious and award-winning Responsible Business program has three core areas to ensure that we care for our guests, our people and our planet and act in an ethical way.





Think People

Driving ethical business practices is at the core of our Beliefs. This focus is reflected by welcoming guests in a safe and secure environment, by fostering an inclusive and diverse culture, our commitment to raise awareness of human rights within the sphere of influence, as we are caring for people in our hotels and the wider value chain.

Our ethical practices can be seen every day in the way we treat all our people, from guests and team members to suppliers, owners and investors.



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



Think Community

We participate and live Responsible Business every day. Together with our team members in our hotels and offices we partner with organizations to contribute to the local communities where we operate on creating shared value, providing human needs such as food and shelter, create opportunities for better futures and a better planet for all.

RHG fosters the partnership with SOS Children's Villages International who work in 136 countries and territories to ensure that children grow up in a safe and caring family environment.

In hotels, we are enabling better futures for vulnerable youth, marginalized people and persons with disabilities with various programs delivering employability and life skills.



Think Planet

RHG strives to a net-positive impact for the planet. This requires minimizing the environmental footprint in terms of carbon emissions, energy use, water consumption, as well as sustainable consumption and resource management.

We have clear targets aligned to the industry's net-zero methodology to minimize our environmental footprint and have achieved important progress toward these goals. RHG is establishing net-zero targets in line with the SBTi Net-Zero Standard and will join the Business Ambition for 1.5°C campaign and the UNFCCC Race to Zero.

We innovate sustainability in the guest experience with industry shaping initiatives such as Carbon Neutral Meetings, and we contribute to Water, Hygiene, Sanitation projects in water scarce communities.



Stakeholders

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

Responsible Business is the way we do business and we continuously evaluate where we stand and how we can do better. RHG has identified eight Responsible Business stakeholder groups. 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. We have set clear commitments with each different stakeholder group and strengthen relationships through open dialogues and engagement.



Materiality assessment

RHG has undertaken a materiality assessment to identify key environmental and social sustainability risks, issues, priorities, and opportunities.

With Think People, we address any health, safety and security issues for our guests and team members. It also addresses the human rights and ethical, fraud and corruption issues in our operations as well as the supply chain.

With Think Community, we address the risks of poverty, hunger, lack of quality education and the availability of clean water and sanitation, globally and in the communities where we operate.

Under the pillar Think Planet, we address climate change and the urgent environmental requirement to restrict global warming to 1.5°C of pre-industrial levels, which beyond the risks of extreme weather conditions, drought and flooding can also impact elements such as food security and risk of social unrest.

RHG must manage the impact of key environmental, social, ethical and economic topics for our company and industry. Guided by the Global Reporting Initiative's materiality principles and approach, RHG has done a materiality assessment to identify key issues, focus areas, priorities and opportunities. RHG has defined the most material topics for our organization in accordance with the GRI Standards. RHG's Responsible Business targets and actions need to contribute to the UN Sustainable Development Goals.

For our assessment, we engage with stakeholders on an ongoing basis to inform them about the strategy and get insight on their expertise, expectations, feedback and priorities. RHG's materiality assessment is based on the following internal and external sources:

- Our vision and long-term strategy includes the Responsible Business strategy and targets. In addition to being a key strategic initiative, Responsible Business influenced other essential elements of the 5-year strategic plan such as Business Development, Strategic Sourcing and Meetings & Events.
- Stakeholder engagement includes performance reviews, the culture assessment, hotel owner meetings, partnership reviews, surveys, sensor checks and other stakeholder meetings and workshops.
- As a member of the Sustainable Hospitality Alliance, RHG is committed to advancing Responsible Business across the operations and using its collective influence to drive action among our supply chains and stakeholders. We work together with senior executives from other leading hospitality companies to address challenges, share expertise and develop practical solutions to enable the whole industry to operate responsibly and grow sustainably.
- The World Travel & Tourism Council recognizes that security, demographics, resource scarcity, waste management and business ethics are all issues that will particularly influence the nature in which our industry will continue to operate in future. RHG used this in support of the materiality matrix.
- External contextual information, trend reports and research such as the World Economic Forum Yearly Global Risks Report, UNEP Global commitment progress report, GlobeScan sustainability survey and UNWTO reports.

For more detailed information, access the sustainability risk overview of materiality topics and management approach for risk mitigation [here](#).



Organization and Governance

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

Organization

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

Regional Coordinator network

In Europe, Middle East and Africa, a network of 21 Regional Responsible Business Coordinators sets regional targets in line with group strategy. A similar approach has been applied for Asia Pacific, with currently a network of 17 newly appointed Regional Responsible Business Coordinators. The coordinators follow-up on progress made by hotels.

Each hotel is expected to have 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.

Reporting and compliance

Regular (minimum quarterly) environmental statistics for leased and managed hotels are collected in the Think Planet section of our financial reporting and consolidation system. Hotels report their full Responsible Business performance in the yearly Responsible Business status report, which contains 100-plus checkpoints on Think People, Think Community and Think Planet. Ninety percent of our hotels submitted an answer to the status report.

Restatement of information

Data reported in 2020 on the carbon and energy footprint has been restated. Previously provided data contained an inaccuracy.

Environmental issues

RHG checks the environmental compliance of all hotels. During 2021, no hotel reported environmental compliance issues.



Memberships

Partnerships are the driver to win-win-win situations and sustainable success. RHG aims to develop public-private partnerships with key internal and external stakeholders driving sustainable success within and beyond the hospitality industry.



UN Global Compact

RHG has been a UN Global Compact signatory since 2009. The UN Global Compact promotes companies doing business responsibly by aligning their strategies and operations with the 10 principles on human rights, labor, the environment and anti-corruption. Signatories take strategic actions to advance broader societal goals, such as UN Sustainable Development Goals, with an emphasis on collaboration and innovation.

The Compact is the world's largest voluntary corporate sustainability initiative. More than 15,200 business and other stakeholders from 163 countries take part. Access the UN Global Compact Compliance table for more information [here](#).



Sustainable Hospitality Alliance

RHG is an active member of the Sustainable Hospitality Alliance. The Sustainable Hospitality Alliance brings together engaged hospitality companies and uses the collective power of the industry to deliver impact locally and on a global scale. They work with RHG and other leading hospitality companies and strategic partners to address key challenges affecting our planet and its people and develop free practical resources and programs to enable the wider industry to operate responsibly and grow sustainably.

As an industry we commit to drive continued action on social and environmental issues. Members make up 30% of the global hotel industry by rooms and include 14 world-leading hotel companies with a combined reach of over 35,000 hotel properties and 5.5 million rooms.

Wolfgang M. Neumann, former President and CEO of Radisson Hospitality AB, has been chairman of the Alliance since June 2015. Inge Huijbrechts, Global Senior Vice President, Sustainability, Safety, Corporate Communications, RHG, chaired the Executive Committee from April 2019 until September 2021.



One Planet Network

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

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



Overseas Security Advisory Council (OSAC)

RHG is one of the founding members of the US State Department's Overseas Security Advisory Council (OSAC) Hotel & Lodging Sector Committee (HLSC). The 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 helping our safety and security teams understand evolving threats. RHG currently holds the chair of the Hotel & Lodging Sector Committee.



World Travel and Tourism Council

The World Travel and Tourism Council's objective is to promote awareness of the economic contribution of travel and tourism. It also aims to give one voice to major players in the sector when talking to governments and international bodies.

Federico J. González, Chief Executive Officer, is the RHG member representative. The Council's key focus areas include security and travel facilitation, crisis preparedness and response, and sustainable growth.



GBTA

The Global Business Travel Association (GBTA) is the world's largest professional association representing every facet of the global travel industry marketplace.

GBTA's focus is to equip members with the knowledge and resources necessary to navigate the rapidly changing business travel landscape. This knowledge is created through education, research, networking and advocacy delivered on demand.

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

Global goals and hospitality industry focus areas



RHG is contributing to the UN Sustainable Development Goals with its sustainability targets for our hotels globally, aligned with the hospitality industry focus areas, defined by the Sustainable Hospitality Alliance.

UN Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. The 17 global goals are an urgent call for action by all countries – developed and developing – to unite in this effort.

The goals mobilize countries, organizations and businesses to end all forms of poverty, fight inequality and tackle climate change in a global partnership. As a responsible leader in the industry, our efforts contribute to these important global goals.

RHG has analyzed its Responsible Business commitment against the UN Sustainable Development Goals. For more information access the table showing how RHG contributes to the UN Sustainable Development Goals [here](#).

Uniting behind priority areas of action

Aligned with the UN Sustainable Development Goals, the Sustainable Hospitality Alliance and its members commit to drive collaboration on priority areas where the hospitality industry can have a lasting social and environmental impact.

As a member, RHG is committed to advancing Responsible Business across its operations and using its collective influence to drive action among supply chains and stakeholders.



Global goals and hospitality industry focus areas

Pathway to Net Positive Hospitality

The Sustainable Hospitality Alliance and its members, including RHG, have set the ambition to develop the Pathway to Net Positive Hospitality for the planet. The World Travel & Tourism Council (WTTC) supports this ambition.

The Pathway aims to enable every hotel to improve their impact, whatever their starting point on their sustainability journey. It will encompass four clear stages and practical tools that guide the industry towards a regenerative impact on our planet.

The Pathway recognizes the wealth of initiatives and resources designed to support the industry and it aims to build on these to develop a holistic, action-based approach for sustainable hospitality.

The hospitality value chain will play a key role in achieving the vision set out by the Pathway, including hotel developers, owners, investors and franchisees, who can all powerfully impact sustainability at different life cycle stages of a hotel property.

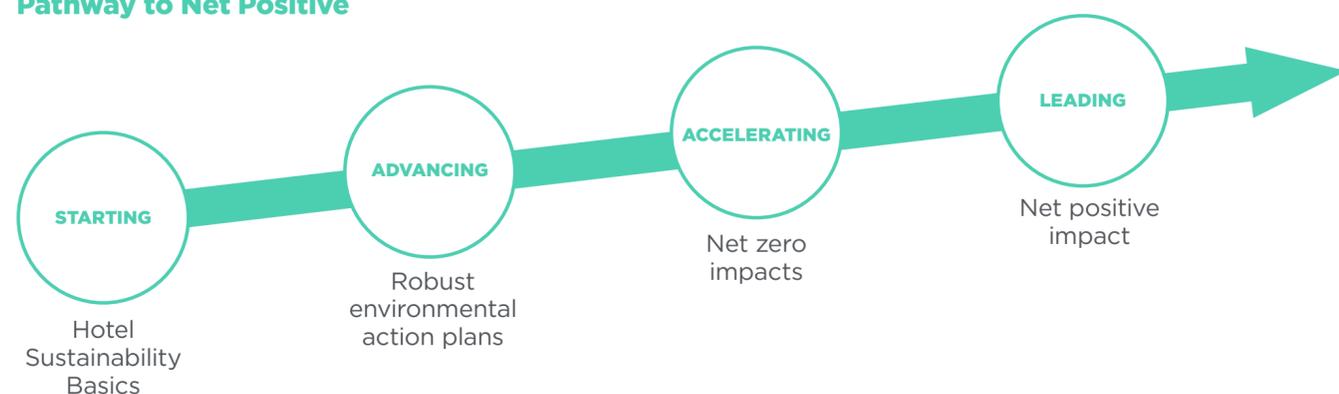
Hotel Sustainability Basics

In November 2021, RHG, and other leading groups with a footprint of 25,000 hotels total, launched an initiative to set common definition of hotel sustainability to drive responsible travel & tourism. The initiative will raise the global basic level of hotel sustainability in a clear and transparent manner for all travelers and stakeholders.

The Basic Sustainability framework will critically deliver on a common starting point for hotel sustainability accessible to all hotel actors worldwide – whether they are part of a large international group or independents. Providing this common understanding for all hotels worldwide with actions that have a positive impact on planet and people will drive real change by stimulating the demand for responsible travel.

The Basic Sustainability framework reinforces and works in complement to the Sustainable Hospitality Alliance's Pathway to Net Positive Hospitality.

Pathway to Net Positive



Awards and Recognition

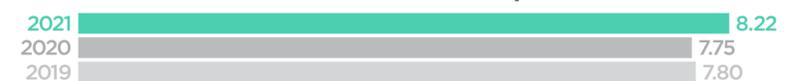
RHG has received numerous awards and accolades for being an innovative leader in sustainability practices for its Responsible Business and Safety and Security programs.

Sustainability and security guest recognition

The Guest Satisfaction Survey (GSS) score for Responsible Business and Safety and Security serves as a valuable tool for Radisson Hotels.

It provides insights to help hotels prioritize actions and outperform competitors. The survey's functionality enables RHG to identify which hotels within our company, brand or region are ranking above or below other properties. GSS does not include online reviews.

Guest Satisfaction Score: Responsible Business



Guest Satisfaction Score: Safety & Security



The main areas of opportunity that guests highlighted were that Responsible Business actions and initiatives need to be more effectively communicated to guests. Guests also requested a reduction of single use plastic usage at properties, such as bottles, straws and other amenities, as well as more information on energy and water saving in hotels.

EcoVadis Silver sustainable supplier

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

EcoVadis aims to improve the environmental and social practices of companies by leveraging the influence of global supply chains. Each company is assessed 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.

Recognized as a top employer

RHG has been named as the world's #4 Best Employer in the Travel & Leisure industry by the leading Forbes business magazine.

This prestigious award, resulting from a survey of 150,000 international respondents, takes us an important step closer to achieving our goal of becoming the people-focused hotel company of choice for guests, owners and talent.

Think People





1.5M

on-the-job, classroom
and e-learning training
hours



80%

increase in training
courses completion
rate vs 2020



29%

Women in
Leadership



6th

slavery and human
trafficking statement
issued



100%

Radisson Hotels
validated by SGS
on Safety Protocol

Employment and Employability

At RHG, we operate our business responsibly. We want to be an employer of choice and attract and grow talent. As a global company, we have all the tools in place for team members to develop a meaningful career and deliver Memorable Moments to our guests.

Employment

In 2021, RHG counted 146 nationalities amongst our team members. Women comprise 44% of our team members while 56% are men. Of our total workforce, 13% is outsourced labor, mainly for housekeeping, security, Food & Beverage and gardening services.

Empowering and social dialogue

In 2021, 31% of RHG team members were covered by collective bargaining agreements, 93% of the other hotels practice other forms of workplace cooperation, enabling consultation between management and team members. These consultations are designed to improve our team members' welfare and to develop mutually acceptable solutions for common challenges.

In line with the European Union Directive on Works Councils (94/45/EC), RHG has also established a European Works Council, composed of representatives from our central management, appointed team members and the Global Chief Resources Officer. The Council's Annual Meeting was held virtually in 2021. Subjects discussed with team member representatives included RHG's company finances, business development, performance, ethics reporting and human rights, Responsible Business, plus other important issues.

Creating jobs for youth-at-risk

Reducing youth unemployment is a global responsibility. According to the ILO, 68 million young people are unemployed and 126 million are working but living in extreme or moderate poverty. The situation has become more complicated by the effects of the pandemic.

RHG understands that we have a role to play in addressing the issue of unemployment and offer easy training or employment access to vulnerable youth. Where business permits, we have created job opportunities for underprivileged youth. During 2021, our hotels welcomed 633 participants in various trainee and apprentice programs.

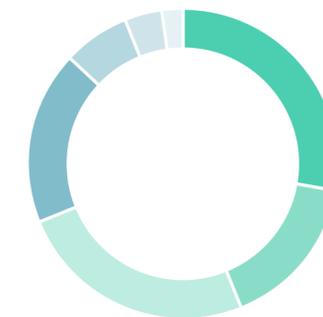


Yes I Can!

TEAM MEMBERS BY AGE	
Below 24	12%
Between 25 - 30	22%
Between 31 - 40	33%
Between 41 - 50	20%
Between 51 - 60	10%
Between 61 - 65	2%
Above 65	1%



TEAM MEMBERS BY GENDER	
Male	56%
Female	44%



EMPLOYEES BY SENIORITY	
Below 1 Y	28%
Between 1 - 2 Y	16%
Between 3 - 5 Y	25%
Between 6 - 10 Y	18%
Between 11 - 15 Y	7%
Between 16 - 25 Y	4%
Above 26 Y	2%



Employment and Employability

Youth employment program

The Sustainable Hospitality Alliance enables our industry – working with local partners – to create opportunities of scale for young people through the Youth Employment Program. The program has a global scope to enhance the employability of underprivileged young people, ensuring hotels can make a real difference to the lives of its graduates and their families.

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

The program operates with a flexible delivery model which empowers disadvantaged youth, equipping them for their future professional and social life. The classroom sessions include core employability skills training and English language tuition. The practical skills training focuses on giving hands-on departmental experience.

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

Enabling futures in Kenya

Building on previously successful RHG employment projects, the Radisson Blu Hotel & Residence, Nairobi Arboretum ran a Youth Employment Program for young people with disabilities in 2021 in partnership with a disability inclusion focused organization which implements community-based rehabilitation and care programs.

Meet Monicah Muteti, now training as a pastry chef at Radisson Blu Hotel and Residence, Nairobi after successfully taking part in the program. Monicah initially communicated with her hotel colleagues in writing. But her team mates soon also learned a new skill – how to talk to her in sign language.



Monicah's story | Video

Tapping into young talent

A new, talent spotting initiative by Radisson Blu Hotel, Kuwait offers ambitious young hotel college graduates the chance to join an innovative, 12-month training program, designed to give them a comprehensive range of experience in hotel operations. The Hotel Operations Exposure Program – offering a salary with free accommodation – can also lead to long-term job placements for high achievers, boosting our company pool of the best, upcoming young people.



Talent acquisition

The pandemic has given us a number of challenges that we need to overcome. As the market is extremely candidate driven, our recruitment strategy focuses on several key areas.

Due to the competitive market, we ensure our employer branding has a presence in the most effective places possible. Potential candidates are fully informed of the benefits of working for RHG. This can be in terms of learning and development, and career opportunities, as well as competitive compensation and benefits. The recruitment process needs to be easy, quick and efficient as any delay could result in losing the candidate to another employer.



Talent acquisition

Effective recruitment

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

RHG has strengthened the Employer Branding and fully revamped the career page, aligning it with our tone of voice, visual identity, and key employer value proposition pillars. Forbes 2021 recognition of RHG as the 4th Best Global Employer in Travel and Leisure is a huge recognition of the success we've achieved to become top of mind for talent and in line with our vision.

Team member benefits

RHG always abides by local legislation. But all global team members can reap the rewards of certain benefits. These include special rates for our team members, friends and families while staying in our hotels. Team members also enjoy a wide range of development offers, supporting learning and growth. They benefit from living Responsible Business every day - with their hotel teammates - and in the local communities where we work to create a better future and a better planet for all.

RHG voted one of Germany's top employers

RHG has been named as one of Germany's top employers by Stern Magazine, one of the world's largest news publications. RHG was ranked in the hospitality industry's Top 5 - with a fourth overall placing. Stern partnered with Statista to conduct Germany's largest independent survey, designed to discover how companies were regarded by their employees. The votes were cast at a time when the hospitality industry was facing enormous challenges posed by the pandemic - making this award especially significant.



 **3,826**
job vacancies

 **85**
Average applicants per vacancy

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

 **55%**
of visits come from organic traffic

Talent Management and People Development

RHG is truly passionate about people. People are at the core of everything we stand for – and what hospitality is all about. Our mission is to make Every Moment Matter for all the people with whom we interconnect: team members, partners and guests.

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



Talent Management and People Development

Our Culture Journey

RHG has aligned our culture to create a guest-focused experience which successfully delivers our Every Moment Matters brand promise to guests, owners and talent. Our culture empowers all RHG team members to ensure a consistent experience for every guest at every property and workplace around the globe. Believing in our promise means that we seize every moment as an opportunity to serve, improve, innovate, have fun, make an impression, go above and beyond, learn, stretch and grow.

Our company culture journey began with the definition of our Culture Beliefs. It evolved with the development of our Foundations, RHG's core competencies, which established the standards of how we assess and develop our talent. And it continues to grow – in line with our 5-year strategic plan, which aims to make us the company of choice for talent.

Our Cultural Beliefs

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

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

Talent recognition

At RHG we seek to achieve our vision of becoming the company of choice for our guests, owners, and talent. We are a people-oriented company, which is the core of what hospitality stands for.

Since 2019, we've been celebrating the Every Moment Matters (EMM) Awards across all regions and countries. The EMM Awards are peer-to-peer recognition awards, in which all hotels and offices participate by nominating their colleagues for how they live up to our culture beliefs.

In 2021 we hosted the awards physically where possible and organized virtual gatherings in regions where COVID-19 cases were increasing. We also introduced the EMM Ambassador pin – a pin for the winners to wear and feel proud of being ambassadors of RHG's Culture.

Yes I can!

One of our beliefs – We enjoy serving with a Yes I Can! Spirit – is part of our DNA and an important part of our service culture. We award our team members that serve with a real YIC! spirit by giving them a YIC! pin. We also celebrate our annual Seniority Awards to recognize team members that have been with us for five, 10, 15, 20 years and so on.

We award team members with an anniversary diamond pin per lustrum and the number of diamonds increases depending on the years they've spent at RHG.



Talent Management and People Development

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

These reviews and discussions target driving business objectives alongside progressing team members towards individual development goals.

We are committed to offering a range of opportunities for team members from all levels and specialism across the business, building engaging and impactful development plans bespoke to their needs. People managers are driven to identify their key talent.

Radisson Flex

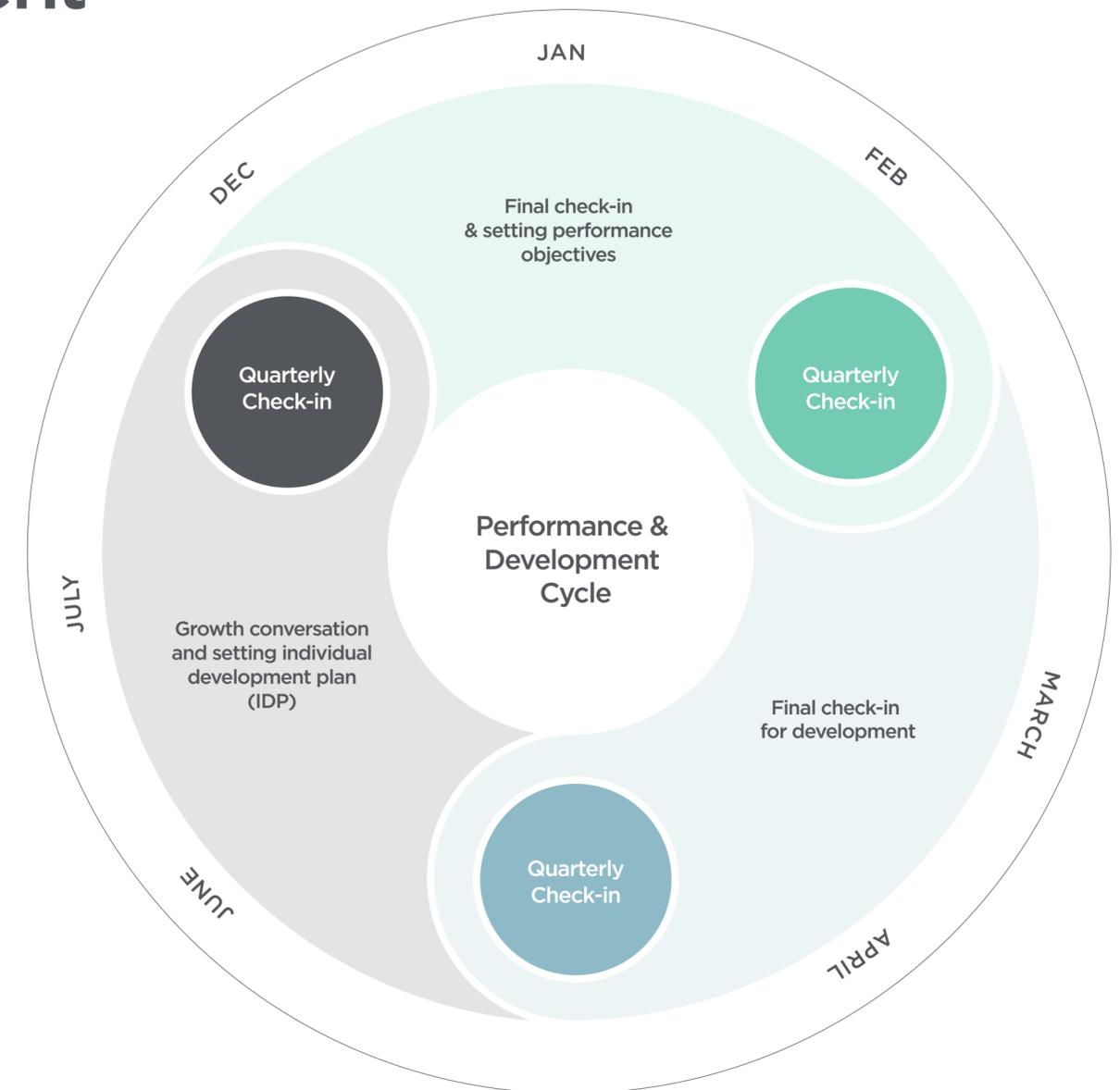
RHG's new hybrid work model, Radisson Flex, helps shift our people-centric ethos towards even greater flexibility, autonomy, trust, collaboration and connectivity as we strive to achieve our company's goals.

Radisson Flex offers all our Corporate and Area team members more individual choice about when, where and how they work. They will continue to enjoy the social engagement and collaboration of an office environment. But, supported and connected by innovative technology, they can also work remotely to suit their personal preferences.

This new flexibility helps every individual to find the right personal balance, powering their performance to achieve the best results.

Workday

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



Learning and Development

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



10

Radisson Academy virtual sessions with 2,000+ participants in total



50

new online training modules created



20,000

new external training resources



251

Internal courses



80%

increase in course completion rates



105%

increase of users on Typsy



Learning and Development

Radisson Academy Online

With Radisson Academy Online all hotel team members have access to RHG's personalized training content with role-based assignments for each job family. Learners can tag a colleague to recommend courses they find interesting, which helps in developing a learning culture via networking and peer-to-peer learning.

This creates one digital ecosystem, where the training offer can be linked to our internal talent development processes. This means that growth plans are easier to create and follow. Managers and hotel administrators can assign training to their teams with just a few clicks and support their progress through training reports and dashboards. This brings leaders closer to team members and make them an active part of talent development.

In 2021 we launched 50 new internally developed training courses covering topics such as Safety & Security, Fast-Track Hospitality for those new to our industry, Meeting & Events, Revenue Management and an extensive training program targeting our Radisson Collection brand in partnership with Ecole Hôtelière de Lausanne (EHL), one of the top hospitality schools in the world.

Radisson Academy learning offer has maintained an extremely high satisfaction score with a 4.9 out of 5 average rating.

Radisson Academy Virtual

Virtual Masterclasses became popular with the start of the pandemic, when due to traveling restrictions Radisson Academy Live training sessions were no longer possible. Sessions facilitated by our internal experts are the most valuable and include topics such as leading through change, creative thinking in hospitality, successful negotiation and cognitive pricing.



Learning and Development

Hospitality Fundamentals by Typsy

RHG partners with Typsy, an education technology learning platform of choice in the global hospitality industry. All RHG team members can access Typsy's growing library of 1,000 bite-sized video lessons for practical, on-the-job learning, quizzes and certificates.

Elevating Radisson Collection with EHL

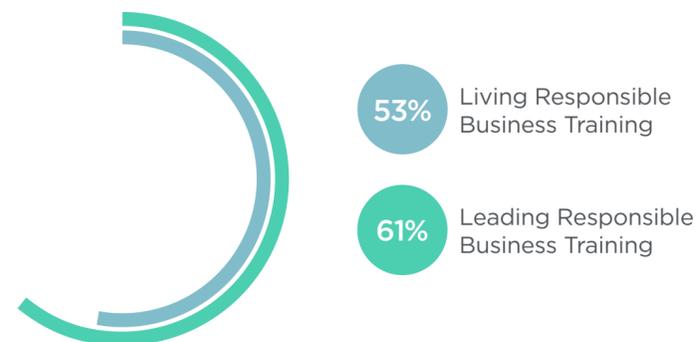
To establish a baseline understanding among all our team members on delivering exceptional service, we partnered with EHL, the world's leading hospitality university. We codesigned a specific training program for Radisson Collection teams and certified 29 Radisson Collection Ambassadors who provide the cultural understanding and service excellence required to create an exceptional experience for guests.

Global responsible business training

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

Living Responsible Business, available in 21 languages, is a classroom training with a gamified approach. It is designed for all hotel team members, covering topics such as ethics, diversity, inclusion, community support, eco-footprint reduction and sorting waste – as well as more sensitive issues, like tackling sex trafficking and forced labor.

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



Best practice in on-the-job training

Our hotels in Germany and Switzerland run an apprenticeship program to ensure the next generation of hospitality team members are well prepared through an on-the-job training and that young people have the opportunity to start a job. Apprentices join as hotel allrounders and spend 2.5-3 years with us. They rotate through all operational departments to learn hospitality basics and then being able to decide in which role they would want to start working. They combine the on-the-job activities with 1 week of school per month. They are supported by our "Apprentice Coaches" and a digital training app to prepare them for exams.





Talent Engagement

COVID-19 has changed the way we live, work, communicate and collaborate. The pandemic has had an immense impact on the hospitality industry. To meet the resultant changing needs, RHG designed a holistic engagement plan.

We Communicate to inform and engage with employees in a timely and transparent manner. We offer opportunities to Connect with leaders and colleagues in an authentic and safe space. And we Learn by providing continuous personal and professional development opportunities.

Using this plan, we have successfully supported our team members transitioning at work, connecting our business function with a consistent employee experience across all areas and hotels. We have also provided managers with the necessary tools and resources to successfully engage with their teams.

Communicate

The Communicate pillar includes the CEO business update, which enables our CEO to communicate frequently with our teams, offering reassurance and timely information about the business evolution and key priorities in what has become our most-read newsletter.

Our roundtable discussions - Radisson Talks live streaming - focused on various key themes, with experts offering company updates and leading open discussion forums through live Q&A sessions. The average number of connected team members is 800 and a maximum reach of 1,500 participants in one of the sessions.

Talent Engagement

Connect

RHG stimulate opportunities to Connect in various ways with leaders and colleagues:

- The informal Virtual Coffee with leaders are online get togethers where team members can engage with leaders in a relaxed environment.
- Through special mindfulness and wellbeing sessions we help foster a better work-life balance.
- Radisson Travels showcases our global properties and destinations, presented by our expert, local teams, resulting in nine Radisson Travel videos plus an inspirational YouTube channel for our guests.
- Our team members are Moment Makers, going the extra mile at work or in their communities.
- Our **Pioneers** give visibility to our female talent showcasing team members who have done something for the first time or pioneered the way forward.
- Radisson Voices is a podcast focused on what makes hospitality special.



Learn

The Learn pillar features Connect & Learn newsletters as a key component, giving team members on-going self-development resources and learning opportunities that they can follow at their own pace. The broad range of topics and skills addressed include virtual communications, leadership, safety, stress and energy management, confident communications, the digital world, coaching, motivation and time management. We held 10 Radisson Academy virtual sessions throughout the year, with a total of 2,000+ participants.

Radisson Listens

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

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

Talent exchange with J Hotel in Shanghai

RHG partnered with the Jin Jiang group to offer exciting new training opportunities for our talented team members in 2021 - in an initiative that also celebrated the opening of Jin Jiang's prestigious new J Hotel, Shanghai Tower, located in China's tallest building. Working together with Jin Jiang, RHG launched a highly-sought-after Talent Exchange Program that offered 17 of our team members the chance to travel to China and benefit from a special three-month training program at the J Hotel.





Diversity, Equity and Inclusion

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

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

As a global company operating in more than 120 countries and territories, diversity is part of our DNA. Our global workforce, includes 146 nationalities - and a fair gender representation.

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

Accessibility for all

All hotels in the RHG portfolio are required to provide an environment which is accessible to everyone, regardless of their abilities. At the end of 2021, 5 percent of the rooms in all our hotels were accessible.

Diversity, Equity and Inclusion

Women in leadership

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

RHG is committed to increase the number of women in leadership positions, including from director-level and above at offices and from General Manager level at hotels. Since 2019, we have increased our Women in Leadership positions by 2%. In some of our areas these percentages are higher, like in Nordics and Baltics, where we currently have 40% of female General Managers.



The growth in female leadership has been made possible by our recruitment process, which always ensures a gender-balanced number of applicants in the final shortlist for General Managers and Director and above positions. Furthermore, we annually assess our team members through what we call Talent Review Meetings, where we identify high potentials and build career plans that have a clear gender focus aimed at developing inspiring and long-lasting journeys for our people.



BOARD OF DIRECTORS	
Male	71%
Female	29%



CORPORATE OFFICE	
Male	60%
Female	40%



GENERAL MANAGERS	
Male	80%
Female	20%



HEADS OF DEPARTMENT	
Male	70%
Female	30%

Balanced leadership in Saudi Arabia

We are proud to be the first company to hire the first-ever female General Manager in Saudi Arabia, at Park Inn by Radisson Jeddah. Today, all the operating hotels in Saudi Arabia together have more than 190 female team members, who are almost all Saudi nationals, representing 14% of the total hotel team members.

Women's empowerment award for Dhaka

The Radisson Blu Dhaka Water Garden in Bangladesh has been presented with the prestigious Women Empowering SDG Award by HerNet TV in recognition of their outstanding contribution to promoting wellbeing and social justice for women. The hotel was acclaimed for promoting a gender balanced guest mix and for offering affordable packages focusing on women's fitness, wellness, and relaxation.



Human Rights

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

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

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

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

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

Eliminating trafficking and modern slavery

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

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

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



Human Rights

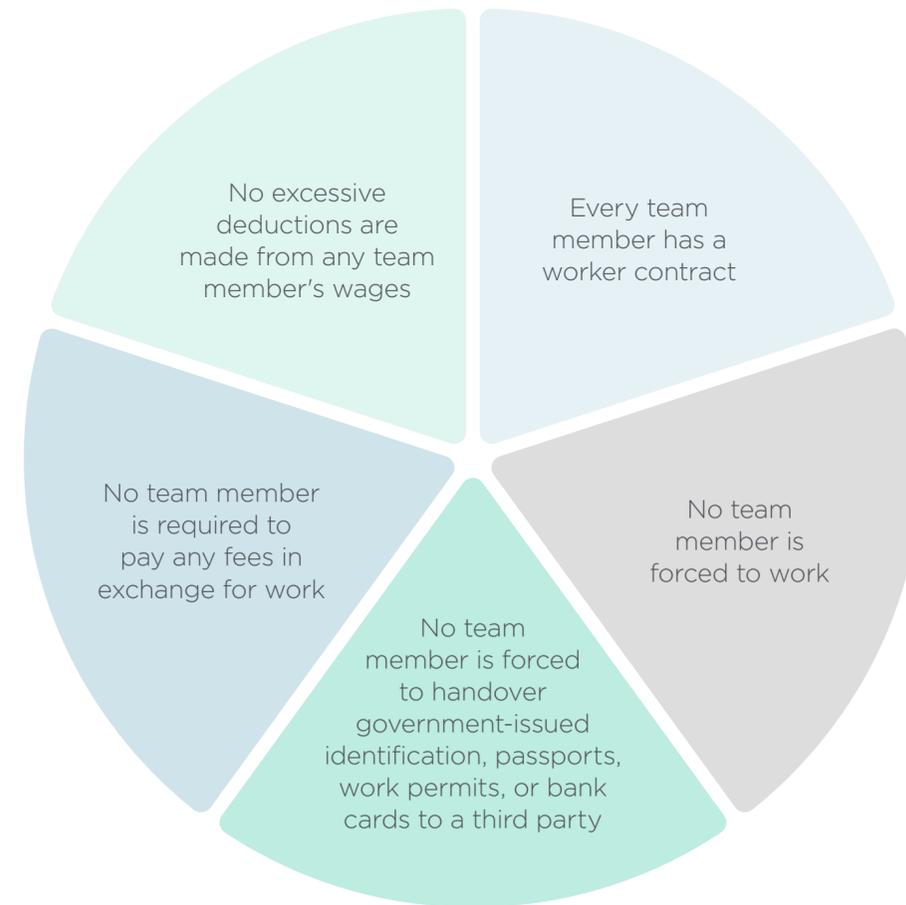
Responsible recruitment and employment

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

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

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

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



Human Rights

Toolkit to combat modern slavery

RHG hotels raise awareness of – and prevent – forced labor by using the toolkit for responsible recruitment and employment, designed to combat modern slavery. The toolkit is available to all hotels, helping hotel management and HR teams in their endeavors to combat the problem. Our efforts are focused on protecting outsourced labor, which represents a significant part of the workforce in our hotels.

Toolkit elements	
Recruitment agency due diligence	Controls the business risk, outlining what due diligence to perform when using recruitment agencies
Guidance documents	Advice on promoting ethical recruitment practices with details of how to engage with recruits and team members
Training	Educates team members to increase awareness, mitigate risks and give guidance on due diligence processes
Self-assessment questionnaire	Helps to identify potential gaps and human rights vulnerabilities in our hotel business processes and to pinpoint the vulnerabilities of third-party intermediaries
Worker interviews	Helps to highlight possible cases of abuse or recruiter-induced human trafficking
Team member awareness	Back of house engagement tools
Remediation plan	Provides guidance on what actions to take when certain risks are identified

The toolkit provides guidance on how to prevent modern slavery and promote ethical recruitment practices. It also addresses how to engage with recruits, team members and recruitment agencies.

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

In 2021, the toolkit for responsible recruitment and employment was reviewed by the UN International Organization of Migration and new recommendations were implemented.

ECPAT-USA

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

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



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

International Organization for Migration

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

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





Business Ethics and Compliance

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

Code of business ethics

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

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

Business Ethics and Compliance

Ethics training

Our Code of Business Ethics applies to every person who works for RHG, and every one of our companies. The Code is distributed to all team members digitally via the HR planning system Workday or through the team member handbook. It is also included in our internal procedures' manual. All team members are trained in the Code of Business Ethics, its implications and reporting processes. Training occurs in the onboarding and the classroom-based Living Responsible Business training.

Ethics hotline

A key element of business ethics at RHG is the business ethics hotline. Any team member with concerns or questions about the Code is encouraged to raise these directly with their supervisor, human resources department or person of trust in the hotel or regional organization. If the persons to whom the team member reports an ethical problem or questionable practice are not responsive or if there is reason to believe that reporting to the persons indicated above is inappropriate in a particular case, the team member can report the matter of concern using the business ethics hotline. In no event will any action be taken against the team member for reporting, in good faith, ethical problems or information on questionable practices. The business ethics hotline is available online, on ethics.radissonhotels.com.

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

Anti-corruption

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

Anti-bribery compliance

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

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

No cases of corruption were reported through our Ethics hotline in 2021.

Data privacy

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

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

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



Safety and Security

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

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



Safety and Security

TRIC=S

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

TRIC=S stands for:

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

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

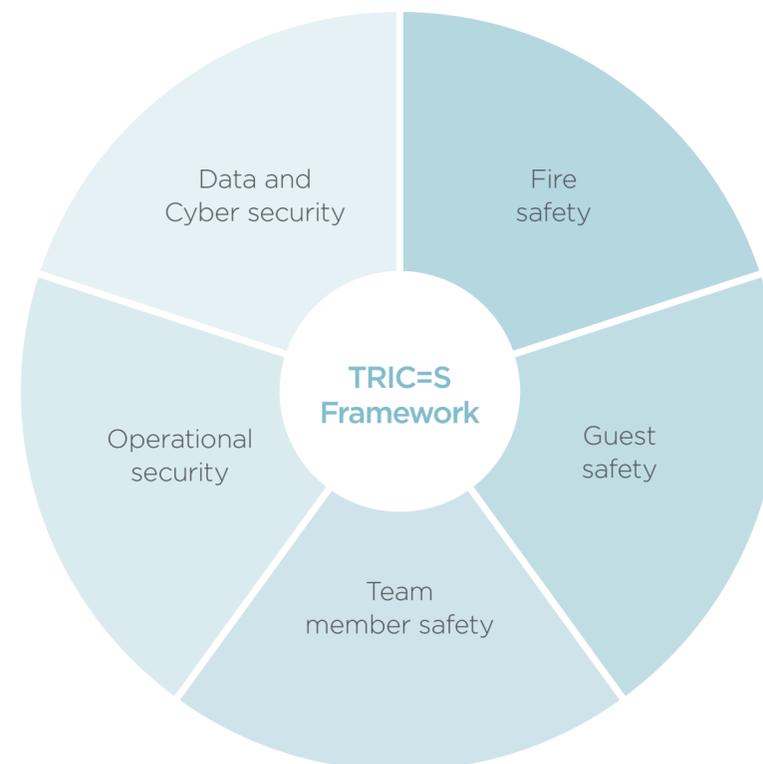
The TRIC=S framework focuses on five cornerstones:

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

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

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

Data and Cyber Security are essential for the protection of personal data and the IT infrastructure of hotels.



Safehotels

As first major international hotel group, RHG has been partnering with Safehotels since 2015. Safehotels is recognized by hotel and travel industry associations, UNISDR and a major insurance company and certifies hotels against their own, independent 'Global Hotel Security Standard'.

The Safehotels certificate allows RHG to add external validation to its industry-leading safety and security program and to create additional value for guests, team members and investors. The yearly Safehotels audit validates nearly 200 criteria, including security equipment, team awareness and training, fire security, crisis management and first aid response. It is increasingly being endorsed and embraced by global clients. At the end of 2021, 133 RHG properties worldwide, had gained Safehotels certification.



133 hotels

certified by
Safehotels

Safety and Security

Radisson Hotels Safety Protocol

One of our highest priorities is the health, safety and security of our guests, team members and business partners. COVID-19 has fundamentally changed the way we live, meet and work. In response to the global COVID-19 pandemic, we and a team of experts have augmented our existing health and safety processes and developed the Radisson Hotels Safety Protocol. This in-depth cleanliness, disinfection and prevention protocol was created in partnership with SGS and is designed to ensure your safety and peace of mind from check-in to check-out.

Hotels

During this challenging time, Radisson Hotels seeks to make each guest feel safe and secure. Our partnership with SGS has created a 20-step cleaning, disinfection and prevention protocol to protect the health and safety of travelers, team members and partners. RHG hotels are practicing disinfection and cleaning procedures to ensure guest rooms and public spaces meet the highest standards of cleanliness and safety.



Meetings & Events

To provide a safe and clean environment for conferences or social gatherings, RHG has implemented a 10-step process to thoroughly sanitize hotel meeting spaces, as well as to guide team members and attendees on how to follow physical distancing protocols. New cleaning and disinfection procedures, increased attention to safety in communal spaces, protective equipment and updated training for team members are included in the new protocols to provide peace of mind to guests and attendees. In March 2021, RHG announced the implementation of a rapid- and on-site testing offer for Meetings & Events, groups and VIPs in 23 countries in Europe, Middle East and Africa.

Resorts

At Radisson Hotels, we are focused on providing the time, space and place for an unforgettable vacation at any one of our resorts and leisure destinations worldwide. To help ensure guests enjoy peace of mind on their next escape, RHG defined a specific version of the 20-step Radisson Hotels Safety Protocol for resorts, which includes specific protocols for kids' clubs, sports and spa activities.

Cleaning and disinfection

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

SGS

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



100%

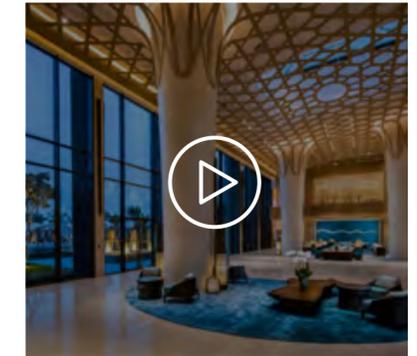
of hotels desktop validated by SGS

Radisson hotels safety protocol training

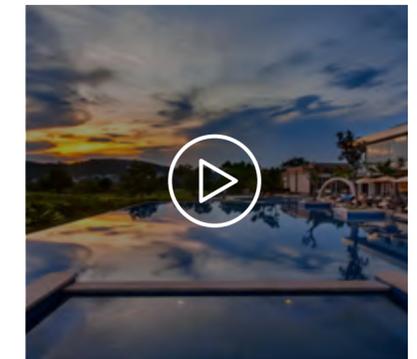
RHG launched the Radisson Hotels Safety Protocol at the start of the pandemic. It contained a 20-step protocol for operations and 10-step protocol for Meetings & Events – in addition to our existing health and safety procedures. A detailed training program was also developed in Radisson Academy Online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



Hotels



Resorts



Meetings & Events



Safety and Security

Crisis management, communication and continuity

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

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

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

Data awareness and cyber security training

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

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

Safe Travels Guidelines with WTTC

RHG announced its support and endorsement of the World Travel and Tourism (WTTC)'s "Safe Travels" protocols, the industry's new global hospitality framework to provide consistency to destinations and countries as well as guidance to travel providers, operators and travelers, about the new approach to health and hygiene in the post COVID-19 world. RHG played a leading role in the development of the "Safe Travels" guidelines which are currently recognized by over 400 destinations. The ultimate objective of the framework is to reassure and instill confidence in guests as they begin to travel again via a globally consistent and unifying framework.

OSAC Hotel & Lodging Sector Committee

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

Safety and Security collaboration within the EU

A main focus of the European Union's DG Migration and Home Affairs is counter terrorism, looking for ways to better anticipate, prevent, protect and respond to terrorist threats. One of those initiatives is the EU Forum on the Protection of Public Spaces. RHG is part of a sub-group -the EU Operators forum- that seeks to bring together public authorities and private operators to discuss ways to improve the protection of public spaces including hotels. RHG has taken part in various workshops and meetings in 2020, identifying measures to protect public spaces such as preparedness, planning, awareness and training. We also actively participated in the EU Digital School organized by EU Joint Research Centre (JRC) in 2021, on a broad spectrum of topics related to the protection of public spaces e.g. risk assessment, security by design and blast protection principles, hostile vehicle protection, UAS protection and other subjects.

Acclaim for RHG's UK quarantine hotel teams

Three UK hotels used for quarantine during the pandemic - Radisson Blu Manchester Airport, Radisson Hotel & Conference Centre, London Heathrow and Radisson Blu Hotel, London Stansted Airport - have won praise from the U.K. Department of Health and Social Care. A letter of thanks from the department applauded our teams' excellence and immense professionalism in dealing with often very challenging situations.

Team engagement and support on vaccination

Where allowed and in accordance with privacy regulations, RHG properties around the world have organized vaccination information and access campaigns, to help protect health of team members.

In South Africa, our hotels reached 100% vaccination of non-exempt team members. In India, thanks to a focused campaign to ensure our teams are vaccinated, close to all our colleagues (99%) have received their first dose of vaccine and 92% have received the second dose. We are working on priority to ensure that all our team members - approx. 12,000 people - get fully vaccinated.



Think Community



€510k

donated to charity
by RHG corporate
offices and hotels



**Global
Partner**

SOS Children's Villages
is our global charity
partner



113

individual child
sponsorships through
SOS Children's Villages



26,500

team member
volunteering hours



28,500

people provided with
safe drinking water
for life

Community engagement

As a global hospitality company, RHG is passionate about creating relationships that are beneficial to the communities in which we operate. Our Think Community pillar is designed to help us achieve this goal.

The COVID-19 pandemic has wreaked havoc in our world, creating increased hardships for people in widespread communities around the globe. Throughout this very difficult period, RHG hotels, offices and teams have continued working to help those in need. We maintained our engagement and global partnership with SOS Children's Villages - and other charitable partners - by supporting local communities through cash and in-kind donation initiatives. Additionally, our teams around the world are initiating or supporting a variety of disaster relief initiatives.

While working to support our local communities, our hotels have also maintained their efforts to connect social and environmental sustainability through initiatives like our Towel Reuse and Green Housekeeping programs.

Impact

In 2021, the value of RHG's cash and in-kind donations from RHG offices and hotels to international and local charities amounted to more than 510,000.

€510k

cash and in-kind donations

€2.55

donations per available room

€600k

volunteer time equivalent*

* Based on Independent Sector Value of Volunteer Time calculator



Partnership with SOS Children's Villages

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

RHG has partnered with SOS Children's Villages since 2018 to further support their work ensuring that children and young people in their programs grow up with the love, respect and support they need to become their strongest selves. Being active in 136 countries and territories, their programs focus on alternative care and family strengthening, as well as education, medical and emergency relief efforts. SOS Children's Villages is the primary caregiver for more than 65,000 children and young people, and they reach a further 347,000 children, young people and adults through their support to families.

SOS Children's Villages

While the last couple of years have been filled with surprises and uncertainty, one thing is clear - strong partnerships are now more important than ever. Through the partnership with SOS Children's Villages, RHG aims to have each hotel sponsor the upbringing and education of one child. RHG is also establishing relationships with local SOS Children's Villages around the globe to help achieve the goal of ensuring that no child grows up alone. Additionally, we are working together to create internships and work-training programs for children and young people in SOS Children's Villages to learn about the hospitality business and prepare for future careers.



Rewards members' support

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

Child safeguarding

Providing safety and wellbeing to children from vulnerable backgrounds is the reason SOS Children's Villages exists and is therefore striving to continually strengthen safeguarding throughout the organization. The past year has included some significant developments for child safeguarding. The Independent Child Safeguarding Review (ICSR) examined past cases of abuse and identified failures in the organizational response. The report included recommendations for improvement in areas such as leadership and organizational culture. SOS Children's Villages has developed a comprehensive Safeguarding Action Plan, which includes 24 actions reflecting their commitment to take a more holistic approach and to create a safe environment everywhere they operate.

As we look ahead, RHG is supportive of SOS Children's Villages Safeguarding Action Plan. We know it is possible to find opportunity in crisis and build a more sustainable and equitable future for tomorrow's adults.



Partnership in action

RHG maintained our engagement and global partnership with SOS Children's Villages throughout the pandemic with a number of initiatives.

Smoothing the road to trouble-torn Ukraine

RHG was quick to respond when student Yaremma Vengrynovych sought support for his incredible 2,200-kilometer charity bike ride from Belgium to conflict-ravaged Ukraine. Properties including Radisson Collection Hotel, Berlin; Radisson Blu Hotel, Prague; and Radisson Blu Hotel, Vienna offered Yaremma free accommodation, helping him raise vital funds for the communities at SOS Children's Villages in Ukraine.

Bringing joy with toys

The Toys for Hope project was designed to ensure that hundreds of children in SOS Children's Villages received a gift to brighten their festive season.

Teams from our Brussels, Madrid and Copenhagen offices collected gifts and raised funds from hot chocolate sales. The efforts helped bring seasonal joy to 230 children.

Supporting dream trip to Disneyland Paris

Walt Disney once said if you can dream it, you can do it... The children of SOS Village Chantevent in Belgium turned their dream of going to Disneyland Paris, and visiting Paris, into a reality by preparing lasagnas which were sold to raise money for their trip. RHG supported their efforts with free nights at the Radisson Blu Hotel Paris, Marne-la-Vallée and Radisson Blu Hotel, Paris Boulogne.

YouthCan! Skills training in Bangladesh

As a partner of SOS Children's Villages, the Radisson Blu Dhaka Water Garden in Bangladesh has been working with the organization's YouthCan! program, offering skills training and internship opportunities to local young people. Hotel team members conducted a variety of training sessions at the 2021 YouthCan! Conference - themed Leadership towards a sustainable future. Thirty young people - who will soon leave the care of SOS Children's Villages to lead independent lives - took part in the new skills workshops.



YouthCan! Skills Training in Bangladesh
©SOS Children's Villages



Madrid office Toys for Hope



Yaremma charity bike ride

Food. Shelter. Future

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

Community Action Month

RHG's annual Community Action Month for 2021 brought our teams - and our guests - from around the world together to support our local communities by investing time, care and effort. The overall theme of Food, Shelter and Future was tailored to address the specific problems created by the pandemic: emergency relief, blood drives and taking positive action to show that RHG truly cares.

During our Community Action Month the hotel and corporate teams have been supporting crisis-hit local communities. We helped fight hunger by partnering with local food banks. We addressed giving shelter by launching blanket drives to keep people warm. We worked towards a better future by encouraging blood donations, partnering with the Red Cross to help save lives. And we showed we care by supporting the elderly and children lacking proper parenting.

Honored for outstanding community care

Radisson on Flagstaff Gardens Melbourne, Australia scooped the Outstanding Community Service and Achievement honor at the Tourism Accommodation Australia (Vic) Awards for Excellence, 2021. While the hotel was closed due to the pandemic, its team engaged in many important projects to help the local community. Support was given to domestic violence survivors, to cancer patients and to charities supplying care packages, hampers and food - including Christmas lunches - to those in need.

Bucharest branches out to aid children's charity

The Radisson Blu Hotel Bucharest in Romania teamed up with a local charity during the festive season, working to help families and prevent school dropouts. Fifty children - supported by Ana and Children - created handmade decorations, used to decorate the Christmas tree in the hotel lobby. Guests were then invited to donate 50 Ron - or €10 - and take their pick of the decorations from the special community tree. The target was to raise at least €2,000 to support Ana and Children's vital charity work.

Giving back to children in Klaipeda

The Radisson Blu Hotel Klaipeda in Lithuania celebrated its 20th anniversary with a new initiative created to support the local community. The hotel is donating some of its guest room furniture to the Children's House and Support Fund, based in the Lapiai district of the city. The much needed items will be used to help refurbish residential care homes for children.

Planting festive greetings trees

RHG sought to have a positive impact on people and the planet with our Festive Greetings for 2021. We asked our friends and team members to share our seasonal good will video. Each time they did, we planted a tree on their behalf through Tree-Nation - an NGO on a mission to reforest the world. To launch the project, RHG planted 1,000 trees as a thank you gesture to our business clients - making a contribution and supporting global reforestation.



Community tree in Bucharest



Blood drive in Sydney

Disaster relief

Throughout the pandemic, RHG team members have been committed to coming together to make a difference by initiating or supporting a variety of disaster relief initiatives. Hospitality is all about taking care of people – so our team members have worked to help their local communities during very challenging times.

Covid Catastrophe Aid in India

The Radisson Foundation for India was established in December 2021 after a virulent second wave of COVID-19 claimed a tragic number of lives across the country - including ten of our RHG team members. The Foundation, supported by donations from RHG team members and owners, will ensure that our lost colleague's children have access to education and healthcare until they reach adulthood.

As the resurgence of COVID-19 created widespread devastation throughout India, RHG companies worldwide also stepped up to help coordinate the delivery of oxygen compressors to our Indian hotels – supporting our team members, owners, their families, and local communities.

Our drive to save lives was additionally supported by a campaign urging guests to donate cash - or Radisson Rewards points - to our charity partners.



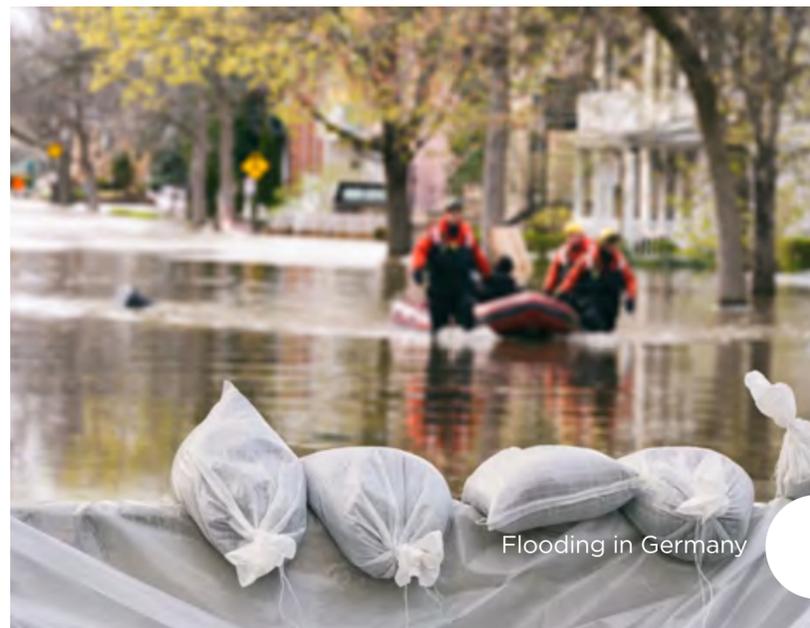
Disaster relief

Flood relief effort

RHG reacted swiftly to support the community when large parts of Europe were devastated by catastrophic flooding in summer 2021. Germany and Belgium were especially badly hit, suffering multiple fatalities, widespread power outages, evacuations and damage to infrastructure and agriculture.

The broad range of essential assistance offered included providing rooms as emergency accommodation for seriously affected team members, their families and local people, donating vital soap, shampoo and hand wash, plus wide-scale fundraising via internal communications.

RHG made initial donations totaling €7,000 to the German disaster relief charity, Aktion Deutschland Hilft, and to the Red Cross Disaster Fund in Belgium and Germany.



Flooding in Germany

Giving in Gautrain

Radisson Blu Gautrain Hotel, South Africa gave much needed linen to more than 500 members of the local community during the country's recent civil disturbances. The unrest caused wide-ranging havoc. But help was on hand from our hotel team who launched a linen drive, donating packs to children's homes, community welfare projects – and to team members living in hard hit areas.

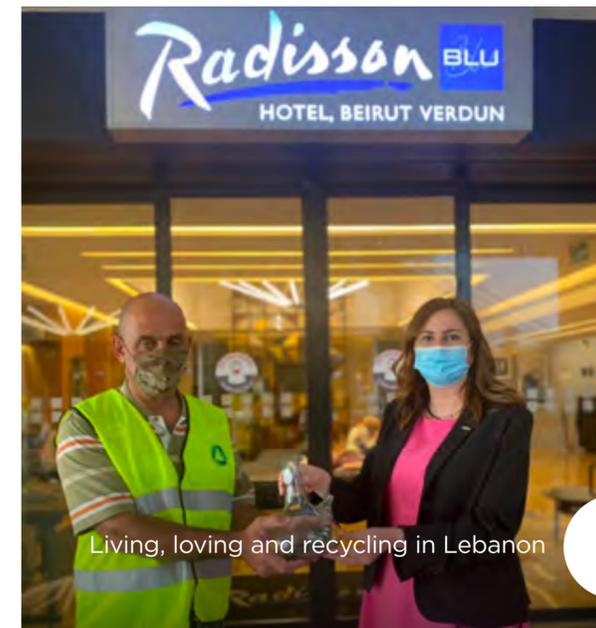


Giving in Gautrain

Living, loving and recycling in Lebanon

Live Love Recycle is a dynamic Beirut-based NGO. When a huge explosion rocked the city in August 2021, they collected a mountain of shattered glass waste and recycled it into traditional jugs, sold to raise money for families affected by the blast.

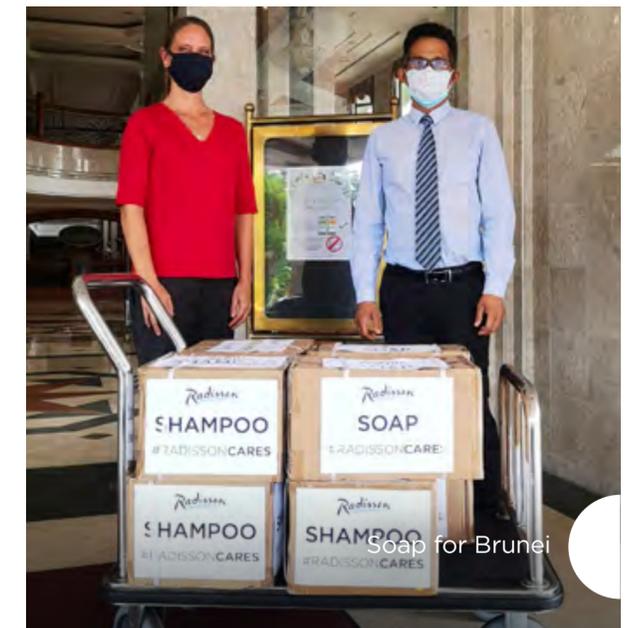
Teams from Beirut's Radisson hotels worked tirelessly with Live Love Recycle, collecting wreckage for recycling – helping both the community and the environment.



Living, loving and recycling in Lebanon

Soap for Brunei

Another example of disaster relief comes from Brunei. Radisson Hotel Brunei Darussalam donated 1,200 bars of soap and 1,000 bottles of shampoo to isolation centers in need through the Brunei Association of Hotels.



Soap for Brunei



Water, Sanitation and Hygiene

The UN Environment Program estimates that the demand for freshwater will exceed supply by 40% by 2030. This prediction gives major cause for concern: a lack of clean drinking water – along with related problems like poor sanitation and hygiene – condemns the world’s poorest people to live in poverty.

RHG supports local communities who live in water scarce areas around the world - helping to provide safe drinking water, sanitation, and hygiene.

Just A Drop

RHG’s commitment to global water health is reflected in our partnership with Just a Drop - a respected international charity that works to bring safe drinking water to water-stressed communities.

Just a Drop receives funds from RHG’s Towel Reuse program: every time a guest chooses to reuse their towel for a second night, participating hotels donate to support projects such as digging wells, installing pumps and implementing sanitation. Each towel reused also saves approximately 15 liters of water. The total saving is approximately 84 Olympic swimming pools of water, since the start of the program.

The Towel Reuse program has funded more than 20 sustainable projects in India, Kenya, Nicaragua, Peru, Uganda and Zambia, all of which are designed to provide long-term benefits, ensuring people have clean water for decades to come, improving health conditions and creating job opportunities.

Just a Drop has also been active in helping local communities combat the threat of COVID-19. The support offered included the installation of hand washing stations, providing vital PPE and offering guidance about how individuals can best protect themselves.



14 million

towels reused since 2015



28,500

people supported with clean drinking water



22

projects

Water, Sanitation and Hygiene

Providing fresh water in Southern India

RHG supported Just a Drop in 2021 to help the Paravour School in the Villupuram district in Southern India. The project allows more children to access the school and have access to toilets and handwashing facilities. Just a Drop has constructed a completely new latrine system for the school and refurbished the existing latrines, including the creation of separate entrances for girls and boys. The work is fully sustainable as materials are provided locally. Just a Drop also trains the school community in maintenance and cleaning. One consequence of this is that the school, which currently takes 150 pupils, will be expanding to take in an additional 400 children from the local area.

Soap for hope

Another water, sanitation and hygiene 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.



65

hotels give away the non-finished soaps and amenities to local partners



Providing WASH at the Paravour School



Soap re-purposing with Soap for Hope

Think Planet

A large, powerful wave is breaking on a beach at sunset. The water is a deep blue-green, and the sky is a mix of blue and orange. The wave is framed by a large, semi-transparent teal circle that overlaps the image. The overall mood is serene and natural.

Committed to net-zero by **2050**



56

hotels with 100% renewable energy



238

hotels are eco-labelled



513

electric car-charging stations



22%

carbon reduction per square meter since 2019



23%

water footprint reduction per square meter since 2019



100%

carbon neutral Radisson Meetings

Think Planet proof

RHG is building on a long heritage of sustainability since 1989 and strengthening its performance with a commitment to a net-zero carbon future by 2050.

Priority remains to operate the worldwide hotel portfolio sustainably, with the lowest possible carbon, energy, water and waste footprint in operations as well as in the wider value chain.

As part of the company's 5-year strategic plan, we embrace the target to reduce our carbon footprint and water consumption by 30% by 2025 through close cooperation with hotel teams, property owners, builders and architects. We actively strive to use smart technologies to limit our energy and water use and work closely with suppliers, team members and guests to reduce waste and increase circular models. Moreover, RHG's carbon reduction strategy is aligned with science-based targets and the industry's net-zero methodology.

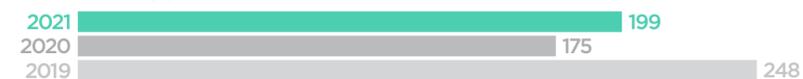
Science based targets

RHG is committed to setting Science Based Targets which will be audited by the Science Based Targets initiative. RHG is establishing net-zero targets in line with the SBTi Net-Zero Standard and RHG will join the Business Ambition for 1.5°C campaign and the UNFCCC Race to Zero. All targets will be consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared to preindustrial temperatures.

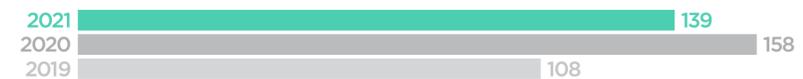


Think Planet Performance Indicators

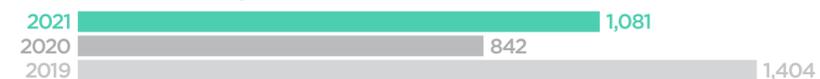
Energy per square meter (kWh)



Energy per occupied room (kWh)



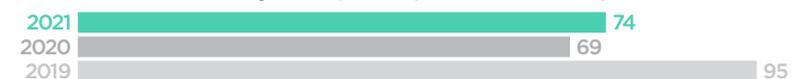
Water footprint per square meter (liters)



Water footprint per occupied room (liters)



Carbon footprint per square meter (kgs CO₂e)



Carbon footprint per occupied room (kgs CO₂e)



Due to business disruptions caused by the COVID-19 pandemic, the performance of 2020 and 2021 is irregular. The 2019 metrics are more representative of our Performance Indicators.

Carbon footprint

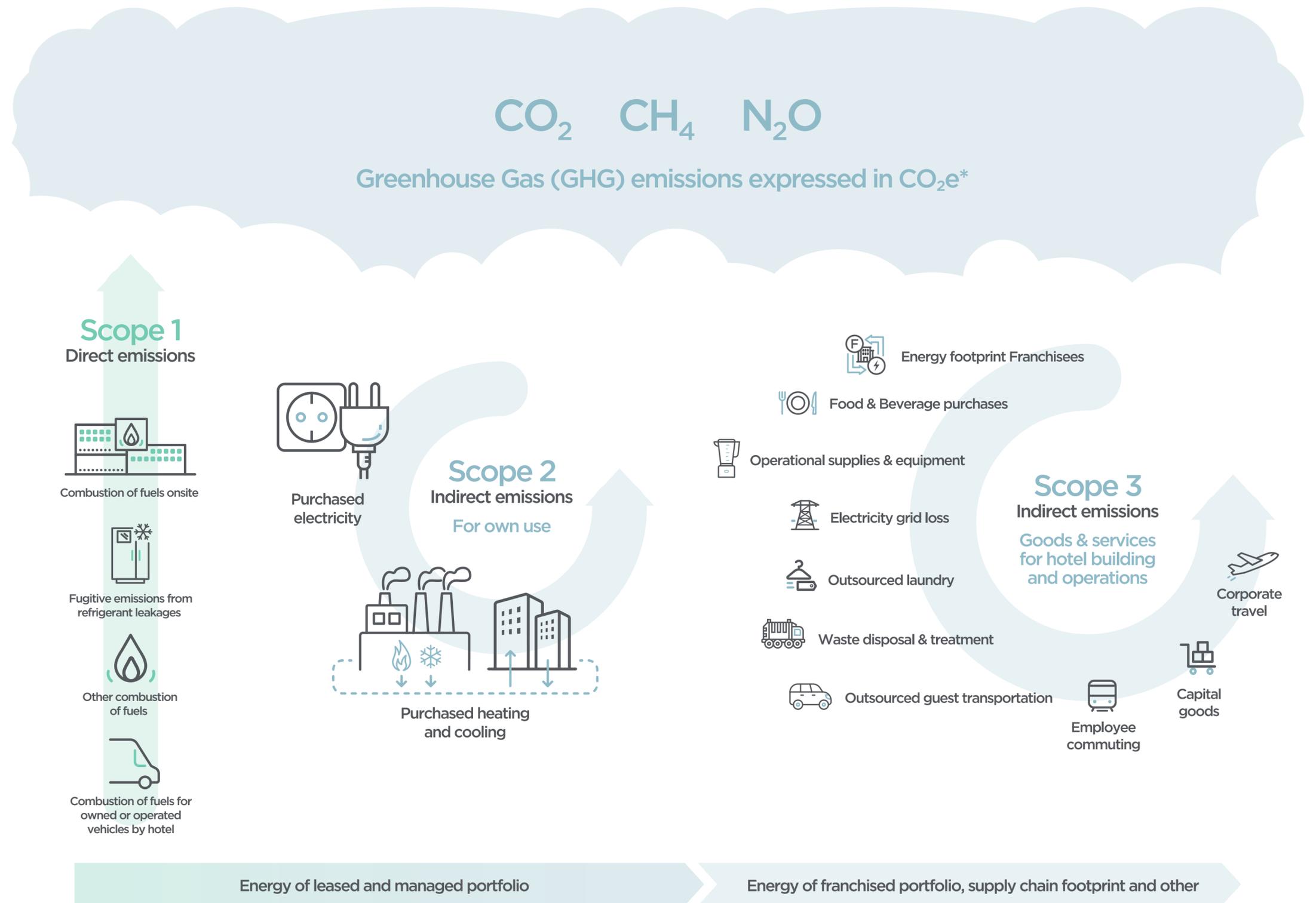
Net-zero hospitality

RHG is committed to tackling climate change and to keeping the increase of global warming below 1.5°C. Our RHG goal - to reduce our carbon footprint by 30% by 2025, and be net-zero CO₂e by 2050 - aligns with climate science.

Carbon footprint

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

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



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

Carbon footprint

Hotel Carbon Footprint Measurement

The Hotel Carbon Measurement Initiative (HCMI) is the methodology and tool which enables hotels to measure and report on carbon emissions in a consistent way. It was developed by the Sustainable Hospitality Alliance and the World Travel & Tourism Council in partnership with RHG and other global hotel companies. HCMI can be used by any hotel anywhere in the world. The HCMI methodology has been used to calculate the carbon footprint for 100% of hotels. Green Key International has made the HCMI tool publicly available in English and Chinese with the support of RHG.

RHG Carbon footprint

The direct emissions (Scope-1) of RHG's carbon footprint represent 9% of total emissions. Indirect emissions - including Scope-2 - account for 28% of emissions, while Scope-3 represents 63% of total emissions from our activities. Within scope 3, the largest elements include the franchised hotel operations and purchased goods and services.

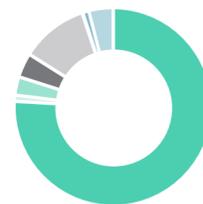
In 2021, our carbon footprint per square meter was 74 kg of CO₂e -22% lower than in 2020. Our total Scope-1 and Scope-2 carbon footprint amounted to 558,775 tons of CO₂e - a reduction of 15% compared to 2019. Absolute emissions decreased compared with the previous year, despite an increase in the number of hotels assessed in 2021. This is due to the effect of the pandemic on international travel and the restrictions in hotels during lockdowns.

Cornell Hotel Sustainability Benchmark

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



RHG CO ₂ e FOOTPRINT	
Scope 1	9%
Scope 2	28%
Scope 3	63%



SCOPE 3 EMISSIONS	
Franchises	76%
Operations generated waste	1%
Employee commuting	3%
Fuel/energy activities	4%
Purchased goods & services	11%
Business travel	0.1%
Capital goods	1%
Purchased goods & services	4%



Energy

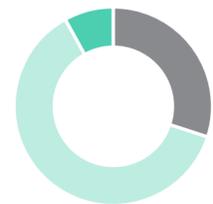
RHG actively strives to reduce its carbon footprint by enabling its carbon reduction strategy with energy efficiency and renewable energy as the two key impact levers. RHG's strategy includes a commitment to provide stakeholders with tools, resources and certifications across the entire portfolio.

RHG Energy footprint

During 2021, our absolute energy footprint was 1,496 GWh. Our energy intensity was 139 kWh per occupied room and 199 kWh per square meter. The last figure represents a 20% reduction in energy use compared to 2019.

Renewable energy

RHG partners with companies that strive to provide clean, renewable energy from alternative sources. Our goal is to positively impact climate change by reducing our dependency on fossil fuels. RHG is undergoing an energy transition, working to implement renewable electricity solutions that are carefully designed to achieve the greatest carbon reduction impact. We aim to reduce our carbon footprint by pursuing a renewable energy (RE) sourcing strategy which will increase the amount of renewable electricity we purchase. Wherever feasible, we will also install systems to generate renewable energy onsite. Other RE options include Green Tariffs and REC's. These solutions are part of our RE strategy, designed to help us achieve our ambition of a 30% reduction in our carbon footprint by 2025.



WHEN PV INSTALLED AT HOTELS	
Electricity production	30%
Heating water	62%
Hybrid system	8%

In 2021, 56 of our hotels operated on 100% renewable electricity, including all hotels in the Nordics. On average, 12% of the energy we use comes from renewable sources.

Energy efficiency

Sustainability is at the forefront at everything we do. To help us meet our carbon reduction targets, we are working to change old habits and build on past experience and best practices, and to greatly expand the scope of our sustainability efforts.

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

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

Team habits

Creating good RHG team habits is an essential part of our mission to achieve our Think Planet targets. Our Responsible Business training program includes specific modules to help our teams change behaviors and reduce overall utility use. RHG works to promote active engagement and motivation in all team members as we strive to reduce our carbon footprint. We encourage every team member to be energy conscientious by switching off appliances and lights when not in use. And our ongoing communication strategy helps employees develop good energy-use habits.

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



100% Carbon Neutral Meetings

RHG's global initiative to automatically offset the carbon footprint of every meeting and event held in any of our 1,600 hotels worldwide has a significant positive impact on the environment.

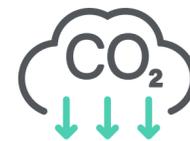
Since the launch of our 100% Carbon Neutral Meetings initiative in 2019, the program has offset 37,800 tons of CO₂, the equivalent of taking 6,500* petrol driven cars off the road, working in partnership First Climate and Carbon Footprint Ltd - at zero cost to the client. The carbon footprint of each meeting is calculated using HCMI methodology.

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

Carbon Negative, Planet Positive

RHG has set a new sustainability standard in the hotel industry by making meetings and events carbon negative. For every booking taking place at our 400+ participating hotels across Europe, Middle East and Africa, we have offset double the carbon footprint - ensuring all meetings have a double positive environmental impact.

100% Carbon Neutral Meetings



37,800
tons of CO₂ offset

equaling
6,500
cars off the road



supporting
12
social and environmental projects

* The US Environmental Protection Agency



Carbon offsetting projects

Since the launch of our 100% Carbon Neutral Meetings program in 2019, RHG has supported 12 environmental and social projects worldwide. These initiatives include the installation of biogas plants in less developed areas of India and China to generate thermal energy from manure and kitchen waste; cleaner cooking stoves and water treatment systems were supported in Kenya; a sustainable Brazil nut harvesting initiative in Peru provides income for the local community, while wind farm projects in Turkey, India and the USA have generated new supplies of clean electricity.

China: Sustainable wind power replaces fossil fuel electricity

The Haixing Wind Farm Project, in Hebei, China, produces renewable electricity from wind turbines. The output is then sold to the Hebei Southern Power Grid - part of The North China Grid. This initiative helps reduce greenhouse gas emissions by generating a clean alternative to the electricity produced by the fossil fuel power plants which traditionally supply Hebei.

Rimba Raya Reserve project promotes biodiversity

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

Sustainable hydropower energy from deep in the Heihe River

The Dagushan Hydropower Project - located on the Heihe River in China's Su'nan Yugu Autonomous County of Gansu Province - will install three turbo generators deep in an uninhabited gorge. The generators are expected to produce more than 195GWh of clean electricity every year for the Northwestern China Power Grid - enough to sustainably meet the energy needs of 50,000+ people.

Clean electricity from a green field wind farm

The Huaneng Tongliao Kezuozhongqi Haorigetu Wind Farm Project - located near the city of Tongliao in China's Inner Mongolia Autonomous Region - is a new green field wind farm. It will annually generate almost 700GWh of clean electricity which will be fed into the North China Power Grid. This sustainable power will replace fossil-fuel-produced-electricity to meet the energy needs around 180,000 people.

Wind power project helps reduce air pollution in India

India's efforts to reduce pollution and cut carbon emissions by a third by 2030 have been aided by the installation of 100 wind turbines across several villages in Gujarat. The project is expected to generate around 348GWh of clean electricity, which will be fed to the power grid - enough to supply approximately 435,000 people with sustainable energy.



Water stewardship

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

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

RHG's water footprint and water stress

Around 37% of all the water used by RHG properties is consumed in extremely high water-stressed areas. These are places where water is scarce, of poor quality or not easy to access. We are maintaining our efforts to reduce water consumption through the installation of water-saving technologies and the education of both team members and guests. Across the portfolio, the water footprint per square meter was reduced by 23% vs 2019. Water consumption per occupied room increased to 832 liters in 2021.

UN CEO Water Mandate

RHG aligns with global initiatives and was the first hospitality company to sign the CEO Water Mandate in 2014. We have centered our actions and guest experience solutions around the Mandate's six water stewardship commitments:

1. Direct operations
2. Supply chain and watershed management
3. Collective action
4. Public policy
5. Community engagement
6. Transparency



861,000m³

of gray water collected and used

423,000m³

of rainwater is collected and used

Water initiatives

Specific actions are designed to help hotels further reduce their water consumption. The action plan and toolkit provide solutions for technical plants, guest rooms, kitchens, pools and landscaping. Hotels install water saving technologies in areas where water consumption is high and engage our guests through initiatives such as our Towel Reuse Program and Green Housekeeping program.



89,000m³

of water saved through towel reuse program

Hotel Water Footprint Measurement

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

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

Saving water - and costs - in Sochi

The Radisson Collection Paradise Resort & Spa, Sochi in Russia installed an irrigation system to save 60,000 cubic meter of water every year. The property is set in 35,000 square meters of landscaped grounds which were initially irrigated using high-cost water from municipal lines. Two water wells were drilled in the grounds of the resort, and an irrigation pump station was installed, plus water storage units. The resulting water cost saving is €40,000 per annum and the ROI was less than a year.



Sustainable buildings

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

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

Build Planet Hotels

To make RHG properties future proof we have expanded our construction guidelines, by consolidating the best of three of the most important and widely used sustainable building certifications: LEED, BREEAM, and EDGE.

Aligned with the building certifications, RHG has defined its own Build Planet levels. Build Planet Hotels are constructed or renovated based on a series of sustainable conditions from the preliminary assessment phases, up to the operational phase. This includes the use of sustainable materials and an efficient use of resources.

Build Planet technical guidelines and modeling

RHG sets out the technical guidelines for design and construction required for all RHG brands. It aims to provide the project teams involved in the design, construction or retrofit with a solid framework to ensure that the project is executed in compliance with RHG's Responsible Business targets.

RHG's Build Planet and Build Planet Advance levels provide an additional framework and modeling tools for forward thinking asset owners who want to move to the next step on the path to net-zero.



24

hotels with sustainable building certification



Sustainable buildings

EU taxonomy

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

Currently 30% of our hotel's portfolio is eligible for EU Taxonomy. RHG's Build Planet levels help allow hotel owners to comply with the taxonomy requirements.

EDGE tools and certification

As part of a cooperation agreement with the International Finance Corporation (IFC), a member of the World Bank, RHG uses the organization's EDGE eco- modelling tool to model and generate awareness for green hotel buildings in emerging markets. The certification allows developers to certify their buildings as resource-efficient in a practical way, tailored to each specific climate and location.

EDGE encourages the construction of resource-efficient buildings by proving the business case for energy and water saving measures, as well as the use of energy- efficient building materials. The tool uses local parameters for each country, making EDGE a handy tool for operators such as RHG to leverage as it designs green hotels in emerging markets.

RHG uses the EDGE tool for an initial analysis of pipeline and major renovation projects and actively promotes the EDGE certification of company- affiliated hotels with stakeholders and business partners.

Aesthetic environmentalism at Lonavala

The new Radisson Resort & Spa Lonavala in India is designed to set new standards for environmentally conscious building. The whole property has been designed to combine sustainability with aesthetic appeal, blending harmoniously with the surrounding countryside.

Stones from the site have been re-purposed to clad the entire exterior, while the landscaping uses local native vegetation. The open atrium reduces the need for air-conditioning and all operations are designed to lower costs and energy consumption. The many sustainable features include waste recycling, solar, energy and water harvesting.

Radisson RED awarded building design

The Radisson RED Hotel Dubai Silicon Oasis has been awarded the ultimate LEED Platinum Certification by the US Green Building Council for its environmentally friendly building design.

Highlights of the property's sustainable features include solar panels for heating water, SMART hot water mixing, variable speed control booster water pumps, fan coil units control in guestrooms, plus occupancy and motion sensors to control lighting and temperature.

LEED for Collection

The new Radisson Collection Hotel, Magdalena Plaza Sevilla has been awarded Spain's first LEED Hospitality Gold level rating. The hotel was designed by Borgos Pieper to achieve the highest sustainability levels. It runs on renewable energy, consumes 40% less water than the reference building and has a LEED Innovation credit for creating a Walkable Project Site - designed to promote walking, cycling and other non-motorized transport.



Responsible consumption

RHG works with suppliers to prevent waste, develop circular models and increase recycling – reducing the volume of waste that goes to landfill. We show our commitment to responsible consumption by actively managing food waste, eliminating single-use plastics, reusing wherever possible and replacing products with more durable solutions. Of our hotels, 60% have a recycling program in place.

SUP Global commitment

RHG has rolled out a global plan to reduce single use plastics (SUP) – which includes the introduction of bulk amenity dispensers in all hotels by 2023, replacing the little bottles formerly used for bathroom products. This initiative will remove 57 million miniature amenities from circulation, eliminating the use of almost 500 tons of plastic every year. Implementation has been affected by the pandemic and roll out times may vary per country.

We also have a global commitment to abolishing the use of plastic straws and plastic stirrers in our hotels, offering guests eco-friendly alternatives upon request.

All hotels are encouraged to reduce plastic waste by working with the supply chain and by introducing initiatives like reusable water bottles and water filtration systems. Plastic water bottles are no longer used in Meetings and Events, and the use of tap water is advocated whenever feasible.

Loyal to responsible consumption

The Radisson Rewards loyalty program has eliminated the use of plastic memberships cards, removing the need to produce 838,000 cards a year. Each card weighs 5 grams – making a total saving of 4 tons of plastic.

Approximately 131,000 of our new members came through non-hotel enrolments – so their cards would have had to be shipped. Abolishing plastic cards means we have saved the carbon footprint of an estimated 707,000 deliveries.

We have further advanced the program by digitalizing some of our loyalty collaterals. We ceased the production of Radisson Rewards paper brochures, encouraging our teams to use the digital versions. This initiative saved 15 million silk paper sheets.

Refillable soap dispensers



76%
in public
washrooms

34%
in guest
bathrooms



Responsible consumption

Reducing food waste

Food waste is a major global issue: the Food and Agriculture Organization of the United Nations estimates that 1.3 billion tons of food is thrown away every year – representing almost 40% of the total food produced globally – and a misuse of natural resources.

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



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

Winnow in Dortmund

What gets measured gets managed. The Radisson Blu Hotel, Dortmund started using Winnow. Winnow develops technology to help chefs achieve greater visibility in their kitchens and make better decisions that lead to dramatically reduced food waste and costs. Due to system analysis, over production is minimized, it helps reducing production to the right level per product and portions of a-la-carte items can be better adapted. Over an initial period of 10 months, the hotel managed to reduce their food waste by 34%, representing 836kg, which is the equivalent of a 4-ton CO₂e reduction.

Too Good To Go

RHG’s partnership with Too Good To Go will help us reduce food waste. Too Good To Go is a solution that allows businesses to sell excess meals left over at the end of the shift or day to combat food waste. Users and businesses save food and help preserve the environment – reducing food, energy and water wastage, as well as CO₂ emissions.

The Too Good To Go app enables our European hotels to sell surplus food for a set, reduced price, helping to reduce waste and protect the planet. Currently, 49 Radisson Hotels in Europe partner with Too Good To Go. Since the project launched, we’ve saved 18,724 meals from being wasted, corresponding to an impressive CO₂ reduction of 45.8 tons.

Up-cycling old sheets into laundry bags

Radisson Blu Hotel, Lusaka in Zambia is reducing its use of plastic – and cutting costs – by recycling older linen into guest laundry bags and clean laundry coverings. The scheme eliminates the need for 3,600+ plastic laundry bags and 2,000 laundry coverings per year. It also makes use of old sheets which were previously thrown away or turned into polishing cloths. The new, up-cycled items, made by the hotel housekeeping team, feature the positive message: “Yesterday I was a sheet, today I’m a laundry bag, what will I be tomorrow?”



45.8 tons
CO₂ reduction



18,724 meals
Saved



Too Good To Go at Radisson Collection, Strand, Stockholm



Linen up-cycling - Radisson Blu Hotel, Lusaka

Eco-labels

RHG strives to ensure our hotels operate in the most sustainable way possible. Sustainability is an important factor in our guests' decision to stay with us. So gaining third-party certification of our hotel's sustainability efforts is key: being awarded a third-party eco-label is an excellent way for hotels to showcase their sustainability performance to corporate clients, guests, and talent.

Gaining an eco-label ensures the hotel's sustainability achievements are fully transparent and credible - and helps our hotels to identify areas of opportunity. RHG partners with global eco-labels, recognized by the Global Sustainable Tourism Council (GSTC), which audit our hotels' sustainability performance.

Currently, 238 hotels - including 63% of our EMEA portfolio - have an eco-label. This report includes the list of eco-labeled hotels: [see here](#)

Green Key

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



238

hotels are eco-labeled



Green Key eco-label - Radisson Blu Ortakoy



Green Key eco-label - Radisson Blu Hotel, Marseille



Green operations

RHG partners with Hotelkit, an all-in-one hotel operations platform offering a quick, easy way to improve internal communications, store knowledge centrally, optimize processes and plan tasks in a structured manner.

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

Hotelkit aids team member engagement by enabling the easy onboarding of new team members and the continuous training of existing team members. The handbook's articles and how-to-videos help all team members to meet safety requirements.



430+
hotels using Hotelkit

Using Hotelkit makes it easier to keep everyone informed about what is going on in the hotel. It encourages knowledge management and self-learning. And it helps sustain good interpersonal relations between team members in different departments. Team members can communicate, share and swap ideas with one another - regardless of their job position.

Green housekeeping

Hotels can offer their guests staying multiple days the option of Green Housekeeping. Green Housekeeping is a housekeeping bypass program designed to help conserve natural resources, like water and energy, and reduce the use of detergent, resulting in a reduced environmental footprint.



37%
of hotels have Green Housekeeping program

Sustainable transportation

RHG strives to help our guests get on the move in a sustainable and environmentally respectful way.

Radisson Moves

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

Smart transport

Whenever guests are recharging their batteries through a stay at one of our hotels, they have been able to also charge their electric car. The service 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 guests and for the environment, thanks to the 513 electric car charging posts spread across 141 hotels.

Many of our hotels are now going the extra step and exclusively using green taxi solutions that offer their service with hybrid or electric vehicles. This service is already offered by 24% of our hotels.

EV partnerships

In 2021 RHG announced two groundbreaking e-mobility partnerships establishing its position as a green mobility leader. The first partnership is with Allego, a leading pan-European provider with the aim of bringing EV charging solutions to all European RHG properties by 2025, and a second partnership with Sunfuel in India, aiming to equip the 100+ RHG properties in the country with EV charging stations. These joint approaches build a regular, fast, and ultra-fast charging infrastructure with numerous advantages for guests, clients, and partners.



EV chargers

513
in 2021



Responsible Food and Beverage

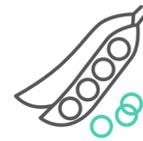
A significant part of RHG's carbon footprint originates in our Food and Beverage operations – so we work with a focus on six principles: local, seasonal, responsible packaging, fair trade, organic and vegetarian.

Local supports nearby producers; utilizing as much in-season food as possible reduces our hotels' eco-footprint and responsible packaging is mindful of the packaging's life cycle. Fair trade, organic and vegetarian prioritize the use of fair-trade goods, vegetarian options and organic products wherever possible.

Food and Beverage direction

RHG properties in Europe, the Middle East, and Africa, now provide a new Food and Beverage offer that promotes guest well-being and sustainability. The changes include menus that are 35-40% vegetarian and plant based.

RHG is actively working to make sure properties are using as many sustainable ingredients as possible for reasons of health, food security and animal welfare. Additionally, Food and Beverage will be using organic and fair-trade coffee across the new restaurant concepts and will be introducing natural and bio-dynamic wines across our new restaurant concepts as well.



31%
vegetarian
options on menu

49%
of these are
vegan options

Cage-free eggs

RHG is committed to sourcing its eggs from cage-free sources globally by 2025. This commitment confirms that, for RHG, the welfare of animals raised for food is a high priority. RHG is ensuring decent welfare standards for animals that are reared for the ingredients used in the meals served in its hotels. Currently 174 Radisson Hotels are using eggs from cage free chickens. This includes free range and organic eggs. Overall, 30% of egg products are with cage free eggs.

Eggs used in hotels



39%
of hotels use
cage free eggs

30%
of egg products
with cage free eggs



44%
sustainable
seafood

52%
locally sourced
food



Responsible supply chain

RHG promotes sustainability in its supply chain and works with sustainable suppliers to provide integrated projects and solutions for our hotels.

Responsible sourcing

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

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

- Green Energy sourcing
- Net Zero focused sourcing initiatives
- Local sourcing initiatives
- Eliminate single-use plastics
- Transition to cage-free eggs
- Sustainability visibility in supply chain



SUPPLIER TYPE	
Mature Markets	46%
Emerging Markets	54%



SPEND BREAKDOWN	
Corporate	16%
Regional	48%
Local	36%



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



Responsible supply chain

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

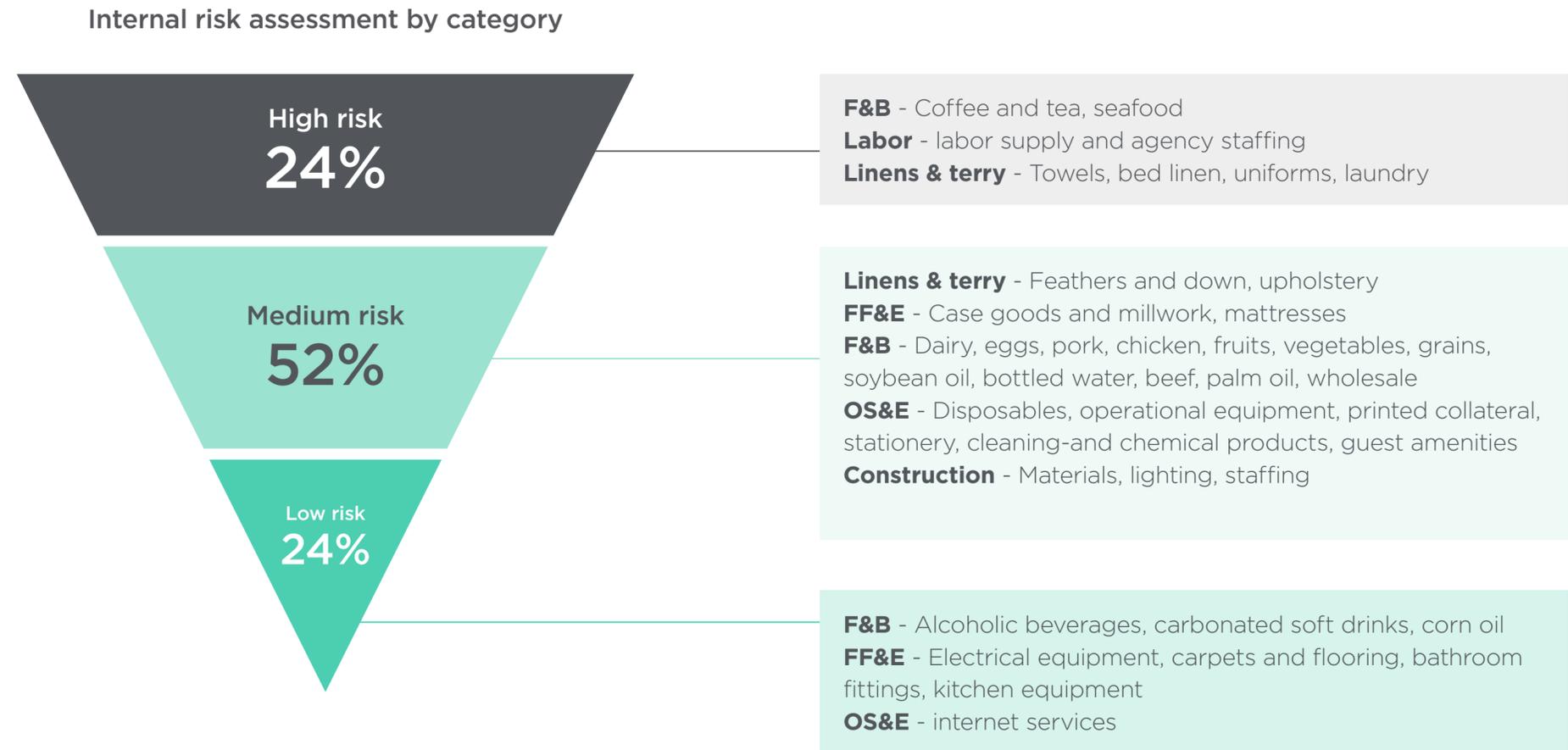
Supplier Code of Conduct

Our Supplier Code of Conduct outlines the minimum standards that they are expected to achieve. The Supplier Code of Conduct includes obligations for suppliers and the broader business community to take a stand against human trafficking and modern slavery. The Supplier Code of Business Conduct supplements the Code of Business Ethics and is signed by all suppliers at group and area levels. It also becomes integrated in the supplier agreement.

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

Managing and mitigating supply chain risks

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



Responsible supply chain

Using supplier risk mapping analysis allows RHG to evaluate the supplier's financial, environmental, and human resource status before signing or renewing a contract. The supplier risk mapping analysis is a continuous process that is used to assess suppliers and their performance. It increases supplier visibility and allows RHG to better understand and control the business risk of our supply chain.

The supplier risk mapping analysis criteria include environmental sustainability, human rights, health and safety, community action, business ethics and sustainable innovation in research and development.

The risk mapping can be used for supplier assessment and evaluation and is a discussion point in yearly meetings with suppliers. The results of the risk mapping exercise allows RHG to have a dialogue on responsible supply chain management with suppliers.

RHG SUPPLIER RISK MAPPING MODEL



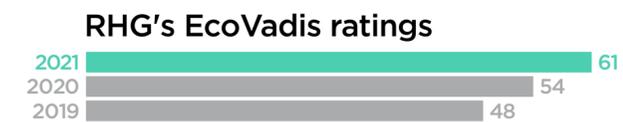
EcoVadis partnership

RHG partners with EcoVadis, the world's most trusted provider of business sustainability ratings. Working closely together, we will increase vital transparency, advance positive action for people and the planet and support risk identification and mitigation.

RHG is also listed as silver supplier by EcoVadis for our company's sustainable business practices. EcoVadis evaluates more than 85,000 companies annually on their environmental, human rights and ethical performance.

Each company is assessed through a questionnaire which is customized to the size of the business, its industry sector and countries of operation. The EcoVadis rating covers four themes: fair business ethics, the environment, sustainable procurement and labor practices and human rights. The criteria are based upon international sustainability standards such as the Global Compact Principles, the International Labor Organization (ILO) conventions, the Global Reporting Initiative (GRI) standard, the ISO 26000 standard, and the CERES principles.

The Silver award places RHG amongst the top 15% of EcoVadis overall performers and in the top 8% of companies rated by EcoVadis in the accommodation industry.



Appendices

Appendix: Eco-labelled hotels

HOTEL NAME	COUNTRY
Africa	
Radisson Blu Hotel, Addis Ababa	Ethiopia
Park Inn by Radisson, Nairobi Westlands	Kenya
Radisson Blu Hotel & Residence, Nairobi Arboretum	Kenya
Radisson Blu Hotel & Residence, Maputo	Mozambique
Radisson Blu Mammy Yoko Hotel, Freetown	Sierra Leone
Park Inn by Radisson, Polokwane	South Africa
Radisson Blu Gautrain Hotel, Sandton Johannesburg	South Africa
Radisson RED, Johannesburg Rosebank	South Africa
Radisson RED, V&A Waterfront Cape Town	South Africa
Radisson Blu Hotel, Hammamet	Tunisia
Radisson Blu Palace Resort & Thalasso, Djerba	Tunisia
Radisson Blu Hotel, Lusaka	Zambia

HOTEL NAME	COUNTRY
Europe	
Park Inn by Radisson, Linz	Austria
Radisson Blu Park Royal Palace Hotel, Vienna	Austria
Park Inn by Radisson Antwerp Berchem	Belgium
Park Inn by Radisson, Brussels Airport	Belgium
Park Inn by Radisson, Brussels Midi	Belgium
Park Inn by Radisson, Leuven	Belgium
Radisson Blu Hotel, Antwerp	Belgium
Radisson Blu Hotel, Hasselt	Belgium
Radisson Blu Palace Hotel, Spa	Belgium
Radisson Collection Hotel, Grand Place Brussels	Belgium
Radisson RED, Brussels	Belgium
Radisson Blu Resort & Spa, Split	Croatia
Radisson Blu Hotel, Larnaca	Cyprus
Radisson Blu Scandinavia Hotel, Aarhus	Denmark
Radisson Blu Scandinavia Hotel, Copenhagen	Denmark
Radisson Collection Royal Hotel, Copenhagen	Denmark
Park Inn by Radisson Central Hotel, Tallinn	Estonia
Park Inn by Radisson Meriton Conference & Spa Hotel, Tallinn	Estonia
Radisson Blu Hotel, Olümpia	Estonia
Radisson Blu Grand Hotel, Tammer	Finland
Radisson Blu Hotel, Aleksanteri	Finland
Radisson Blu Hotel, Espoo	Finland
Radisson Blu Hotel, Oulu	Finland
Radisson Blu Marina Palace Hotel, Turku	Finland
Radisson Blu Plaza Hotel, Helsinki	Finland
Radisson Blu Royal Hotel, Helsinki	Finland
Radisson Blu Seaside Hotel, Helsinki	Finland
Park Inn by Radisson, Lille Grand Stade	France
Radisson Blu Hôtel Champs Elysées, Paris	France
Radisson Blu Hotel, Biarritz	France
Radisson Blu Hotel, Lyon	France
Radisson Blu Hotel, Marseille Vieux Port	France
Radisson Blu Hotel, Nantes	France
Radisson Blu Hotel, Nice	France

HOTEL NAME	COUNTRY
Radisson Blu Hotel, Paris Boulogne	France
Radisson Blu Hotel, Paris, Marne-La-Vallée	France
Radisson Blu Hotel, Toulouse Airport	France
Radisson Blu Resort & Spa, Ajaccio Bay	France
Radisson Blu, Batumi	Georgia
Park Inn by Radisson Hotel, Berlin Alexanderplatz	Germany
Park Inn by Radisson, Frankfurt Airport	Germany
Park Inn by Radisson, Lübeck	Germany
Park Inn by Radisson, Nürnberg	Germany
Park Inn by Radisson, Stuttgart	Germany
Radisson Blu Schwarzer Bock Hotel, Wiesbaden	Germany
Radisson Blu Hotel, Cologne	Germany
Radisson Blu Hotel, Dortmund	Germany
Radisson Blu Hotel, Erfurt	Germany
Radisson Blu Hotel, Hamburg	Germany
Radisson Blu Hotel, Hamburg Airport	Germany
Radisson Blu Hotel, Hannover	Germany
Radisson Blu Hotel, Karlsruhe	Germany
Radisson Blu Hotel, Rostock	Germany
Radisson Blu Media Harbour Hotel, Düsseldorf	Germany
Radisson Blu Senator Hotel, Lübeck	Germany
Radisson Collection Hotel, Berlin	Germany
Radissonblu Conference Hotel	Germany
Park Inn by Radisson Hotel and Spa, Zalakaros	Hungary
Park Inn by Radisson Hotel, Budapest	Hungary
Park Inn by Radisson Sárvár Resort & Spa	Hungary
Park Inn by Radisson, Reykjavik Keflavik Airport	Iceland
Radisson Blu 1919 Hotel, Reykjavik	Iceland
Park Inn by Radisson, Shannon Airport	Ireland
Radisson Blu Hotel, Dublin Airport	Ireland
Radisson Blu St. Helen's Hotel, Dublin	Ireland
Radisson Blu Hotel, Milan	Italy
Park Inn by Radisson, Astana	Kazakhstan
Radisson Hotel, Astana	Kazakhstan
Park Inn by Radisson, Riga Barona	Latvia

Appendix: Eco-labelled hotels

HOTEL NAME	COUNTRY
Radisson Blu Elizabete Hotel, Riga	Latvia
Radisson Blu Hotel, Daugava	Latvia
Radisson Blu Latvija Conference & Spa Hotel, Riga	Latvia
Radisson Blu Hotel, Lietuva	Lithuania
Radisson Blu Royal Astorija Hotel, Vilnius	Lithuania
Radisson Hotel, Kaunas	Lithuania
Park Inn by Radisson, Luxembourg	Luxembourg
Radisson Blu Resort & Spa, Golden Sands	Malta
Art'otel, Amsterdam	Netherlands
Park Inn by Radisson, Amsterdam Airport Schiphol	Netherlands
Park Inn by Radisson, Amsterdam City West	Netherlands
Park Plaza Victoria Amsterdam	Netherlands
Park Plaza, Eindhoven	Netherlands
Park Plaza, Utrecht	Netherlands
Park Plaza, Vondelpark Amsterdam	Netherlands
Radisson Blu Hotel, Amsterdam Airport	Netherlands
Radisson Blu Hotel, Amsterdam City Center	Netherlands
Park Inn by Radisson, Haugesund Airport Restaurant	Norway
Park Inn by Radisson, Oslo Airport	Norway
Park Inn by Radisson, Oslo Airport Hotel West	Norway
Radisson Blu Airport Hotel, Oslo	Norway
Radisson Blu Atlantic Hotel, Stavanger	Norway
Radisson Blu Hotel & Conference Center Oslo, Alna	Norway
Radisson Blu Hotel, Bodo	Norway
Radisson Blu Hotel, Caledonien	Norway
Radisson Blu Hotel, Nydalen	Norway
Radisson Blu Hotel, Tromsø	Norway
Radisson Blu Hotel, Trondheim Airport	Norway
Radisson Blu Mountain Resort & Residences, Trysil	Norway
Radisson Blu Mountain Resort, Beitostølen	Norway
Radisson Blu Park Hotel, Oslo	Norway
Radisson Blu Plaza Hotel, Oslo	Norway
Radisson Blu Polar Hotel, Spitsbergen	Norway
Radisson Blu Resort, Trysil	Norway
Radisson Blu Royal Garden Hotel, Trondheim	Norway
Radisson Blu Royal Hotel, Bergen	Norway

HOTEL NAME	COUNTRY
Radisson Blu Scandinavia Hotel, Oslo	Norway
Park Inn by Radisson, Krakow	Poland
Radisson Blu Hotel, Sobieski Warsaw	Poland
Radisson Blu Hotel, Wroclaw	Poland
Radisson Blu Resort, winouj cie	Poland
Radisson Collection Hotel, Warsaw	Poland
Radisson Hotel & Suites, Gdansk	Poland
Cosmos Sochi Hotel, a member of Radisson Individuals	Russia
Cosmos Volgograd Hotel, a member of Radisson Individuals	Russia
Park Inn by Radisson Pulkovo Airport, St-Petersburg	Russia
Park Inn by Radisson, Ekaterinburg	Russia
Park Inn by Radisson, Novokuznetsk	Russia
Park Inn by Radisson, Pulkovskaya St-Petersburg	Russia
Park Inn by Radisson, Sheremetyevo Airport Moscow	Russia
Radisson Blu Hotel, Kaliningrad	Russia
Radisson Blu Hotel, Rosa Khutor	Russia
Radisson Blu Hotel, Sheremetyevo Airport Moscow	Russia
Radisson Blu Resort & Congress Centre, Sochi	Russia
Radisson Collection Paradise Resort and Spa, Sochi	Russia
Radisson Resort, Zavidovo	Russia
Radisson Sonya Hotel, St. Petersburg	Russia
Radisson Blu Hotel, Madrid Prado	Spain
Radisson Blu Resort & Spa, Gran Canaria Mogán	Spain
Radisson Blu Resort, Gran Canaria	Spain
Radisson Collection Hotel, Magdalena Plaza Sevilla	Spain
Park Inn by Radisson, Malmo	Sweden
Park Inn by Radisson, Stockholm Hammarby	Sweden
Park Inn by Radisson, Stockholm Solna	Sweden
Radisson Blu Hotel, Arlandia	Sweden
Radisson Blu Hotel, Lund	Sweden
Radisson Blu Hotel, Malmö	Sweden
Radisson Blu Hotel, Uppsala	Sweden
Radisson Blu Riverside Hotel, Gothenburg	Sweden
Radisson Blu Royal Viking Hotel, Stockholm	Sweden
Radisson Blu Scandinavia Hotel, Göteborg	Sweden
Radisson Blu Waterfront Hotel, Stockholm	Sweden

HOTEL NAME	COUNTRY
Radisson Blu Hotel Reussen, Andermatt	Switzerland
Radisson Blu Hotel, Basel	Switzerland
Radisson Blu Hotel, Lucerne	Switzerland
Radisson Blu Hotel, St. Gallen	Switzerland
Radisson Blu Hotel, Zurich Airport	Switzerland
Radisson Hotel, Zurich Airport	Switzerland
Park Inn by Radisson, Ankara	Turkey
Park Inn by Radisson, Izmir	Turkey
Park Inn by Radisson, Samsun	Turkey
Radisson Blu Bosphorus Hotel, Istanbul	Turkey
Radisson Blu Hotel & Spa, Istanbul Tuzla	Turkey
Radisson Blu Hotel, Ankara	Turkey
Radisson Blu Hotel, Istanbul	Turkey
Radisson Blu Hotel, Istanbul Ottomare	Turkey
Radisson Blu Hotel, Kayseri	Turkey
Radisson Blu Resort & Spa, Cesme	Turkey
Radisson Hotel, President Beyazit Istanbul	Turkey
Radisson Residences Avrupa TEM, Istanbul	Turkey
Park Inn by Radisson, Kyiv Troyitska	Ukraine
Park Inn by Radisson, Northampton	United Kingdom
Park Inn by Radisson, York City Centre	United Kingdom
Park Plaza, County Hall London	United Kingdom
Park Plaza, Leeds	United Kingdom
Park Plaza, London Riverbank	United Kingdom
Park Plaza, Nottingham	United Kingdom
Park Plaza, Westminster Bridge London	United Kingdom
Radisson Blu Hotel, Birmingham	United Kingdom
Radisson Blu Hotel, Bristol	United Kingdom
Radisson Blu Hotel, East Midlands Airport	United Kingdom
Radisson Blu Hotel, Edinburgh City Centre	United Kingdom
Radisson Blu Hotel, Glasgow	United Kingdom
Radisson Blu Hotel, London Stansted Airport	United Kingdom
Radisson Blu Hotel, Manchester Airport, Manchester	United Kingdom
Radisson Blu Waterfront Hotel, Jersey	United Kingdom
Radisson RED, Glasgow	United Kingdom
Park Plaza Victoria, London	United Kingdom

Appendix: Eco-labelled hotels

HOTEL NAME	COUNTRY
Middle East	
Radisson Blu Hotel, Alexandria	Egypt
Radisson Blu Hotel, Cairo Heliopolis	Egypt
Radisson Blu Resort, El Guseir	Egypt
Radisson Blu Hotel, Kuwait	Kuwait
Park Inn by Radisson Hotel and Residence, Duqm	Oman
Park Inn by Radisson, Muscat	Oman
Radisson Blu Hotel, Muscat	Oman
Radisson Blu, Sohar	Oman
Hormuz Grand Muscat, A Radisson Collection Hotel	Oman
Radisson Blu Hotel, Doha	Qatar
Park Inn by Radisson, Al Khobar	Saudi Arabia
Park Inn by Radisson, Dammam	Saudi Arabia
Radisson Blu Hotel, Dhahran	Saudi Arabia
Radisson Blu Hotel, Riyadh	Saudi Arabia
Radisson Blu Hotel, Yanbu	Saudi Arabia
Radisson Blu Residence, Dhahran	Saudi Arabia
Radisson Blu Residence, Dubai Silicon Oasis	Saudi Arabia
Radisson Blu Resort, Jizan	Saudi Arabia
Radisson Blu Hotel Apartments, Dubai Marina	United Arab Emirates
Radisson Blu Hotel, Dubai Deira Creek	United Arab Emirates
Radisson Blu Hotel, Dubai Media City	United Arab Emirates
Radisson RED Hotel, Dubai Silicon Oasis	United Arab Emirates

HOTEL NAME	COUNTRY
South East Asia Pacific	
Radisson Blu Plaza Hotel, Sydney	Australia
Radisson Blu Hotel, Dhaka Water Garden	Bangladesh
Park Plaza, Beijing Science Park	China
Radisson Blu Hotel Shanghai New World, Shanghai	China
Radisson Blu Resort Wetland Park, Wuxi	China
Radisson Collection Hotel, Hyland Shanghai	China
Radisson Collection Hotel, Xing Guo, Shanghai	China
Radisson Hotel, Suzhou	China
Radisson Collection Hotel, Yangtze Shanghai	China
Country Inn & Suites by Radisson, Sector-12, Gurugram	India
Park Inn by Radisson, Candolim Goa	India
Radisson Blu Hotel, Ahmedabad	India
Radisson Blu Hotel, Faridabad	India
Radisson Blu Hotel, Indore	India
Radisson Blu Hotel, Jaipur	India
Radisson Blu Hotel, Ludhiana	India
Radisson Blu Hotel, Marina	India
Radisson Blu Hotel, Nagpur	India
Radisson Blu MBD Hotel, Noida	India
Radisson Blu Plaza Hotel Hyderabad Banjara Hills, Hyderabad	India
Radisson Blu Plaza, Delhi Airport	India
Radisson Hotel Gold Resort, Pahalgam	India
Radisson Hotel, Gurugram Udyog Vihar	India
Radisson Hotel, Gwalior	India
Radisson Hotel, Jaipur City Center	India
Radisson Srinagar	India
Radisson Blu Hotel, Phu Quoc	Vietnam

Appendix: UN Sustainable Development Goals



Appendix: UN Global Compact Compliance

PRINCIPLES OF THE GLOBAL COMPACT	RHG SYSTEMS AND PROCESSES	
HUMAN RIGHTS		
Principles 1: Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> • Living & Leading Responsible Business Training • Team member Handbook 	<ul style="list-style-type: none"> • Supplier Code of Conduct and agreements • Human Rights Policy
Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> • Code of Business Ethics • 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 • Responsible recruitment and employment toolkit
LABOR		
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> • Human Resources Guidelines • Team member Handbook • European Workers Councils 	<ul style="list-style-type: none"> • Supplier Code of Conduct • Employment Principles
Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor.	<ul style="list-style-type: none"> • Code of Business Ethics • Supplier Code of Conduct and agreements • Employment Principles 	<ul style="list-style-type: none"> • Human Rights Policy • Responsible recruitment and employment toolkit
Principle 5: Businesses should support the effective abolition of child labor.	<ul style="list-style-type: none"> • Code of Business Ethics • Supplier Code of Conduct and agreements 	<ul style="list-style-type: none"> • Employment Principles • Human Rights Policy
Principle 6: Businesses should support the elimination of discrimination in respect to employment and occupation.	<ul style="list-style-type: none"> • Human Resources Guidelines • Team member Handbook • Living & Leading Responsible Business training • Policy on Recruitment and Selection • Transfer Policy 	<ul style="list-style-type: none"> • Policy on Sexual Harassment and Illicit Activities • Social Networking Policy • Supplier Code of Conduct • Employment Principles • Human Rights Policy
ENVIRONMENT		
Principle 7: Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> • Responsible Business & Environment Policy • Radisson Technical Standards 	<ul style="list-style-type: none"> • Environmental reporting and targets
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> • Responsible Business & Environment Policy • Commitment to net-zero • Build Planet standards 	<ul style="list-style-type: none"> • Think Planet tools • Living & Leading Responsible Business training • Supplier Code of Conduct • Sustainable Stays Basics
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> • Build Planet standards • Think Planet tools 	<ul style="list-style-type: none"> • Carbon Neutral Meetings • Eco-labeled hotels
ANTI CORRUPTION		
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> • Global Information Security Policy • Code of Business Ethics • Anti-bribery training 	<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	86	
102-2	Activities, brands, products, and services	86	
102-3	Location of headquarters	86	
102-4	Location of operations	86	
102-5	Ownership and legal form	86	
102-6	Markets served	86	
102-7	Scale of the organization	86	
102-8	Information on employees and other workers	19	
102-9	Supply chain	69	
102-10	Significant changes to the organization and its supply chain	-	
102-11	Precautionary Principle or approach	86	
102-12	External initiatives	13, 35	
102-13	Membership of associations	13	
STRATEGY			
102-14	Statement from senior decision-maker	4-5	
ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behavior	22	
GOVERNANCE			
102-18	Governance structure	12	
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	10	
102-41	Collective bargaining agreements	19	
102-42	Identifying and selecting stakeholders	10	
102-43	Approach to stakeholder engagement	10	
102-44	Key topics and concerns raised	9	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISION
REPORTING PRACTICE			
102-45	Entities included in the consolidated financial statements	86	
102-46	Defining report content and topic boundaries	86	
102-47	List of material topics	11	
102-48	Restatements of information	12	
102-49	Changes in reporting	86	
102-50	Reporting period	86	
102-51	Date of most recent report	86	
102-52	Reporting cycle	86	
102-53	Contact point for questions regarding the report	87	
102-54	Claims of reporting in accordance with the GRI Standards	86	
102-55	GRI content index	78-79	
102-56	External assurance	86	

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	69-71	
103-2	The management approach and its components	69-71	
103-3	Evaluation of the management approach	69-71	
204-1	Proportion of spending on local suppliers	69-71	
ANTI-CORRUPTION			
103-1	Explanation of the material topic and its Boundary	11	
103-2	The management approach and its components	12	
103-3	Evaluation of the management approach	12	
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	11	
103-2	The management approach and its components	12	
103-3	Evaluation of the management approach	12	
302-1	Energy consumption within the organization	57	
302-3	Energy intensity	54	
302-4	Reduction of energy consumption	54	
302-5	Reductions in energy requirements of products and services	54	
WATER			
103-1	Explanation of the material topic and its Boundary	11	
103-2	The management approach and its components	12	
103-3	Evaluation of the management approach	12	
303-1	Water withdrawal by source	60	
303-2	Water sources significantly affected by withdrawal of water	60	
303-3	Water recycled and reused	60	

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	11	
103-2	The management approach and its components	12	
103-3	Evaluation of the management approach	12	
304-2	Significant impacts of activities, products, and services on biodiversity	-	
304-3	Habitats protected or restored	-	
EMISSIONS			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	81	
103-3	Evaluation of the management approach	55-56	
305-1	Direct (Scope 1) GHG emissions	82	
305-2	Energy indirect (Scope 2) GHG emissions	82	
305-4	GHG emissions intensity	82	
305-5	Reduction of GHG emissions	56	
ENVIRONMENTAL COMPLIANCE			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	81	
103-3	Evaluation of the management approach	12	
307-1	Non-compliance with environmental laws and regulations	12	
SUPPLIER ENVIRONMENTAL ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	81	
103-3	Evaluation of the management approach	69-71	
308-1	New suppliers that were screened using environmental criteria	69-71	
EMPLOYMENT			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	81	
103-3	Evaluation of the management approach	19	
401-1	New employee hires and employee turnover	19	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	26	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
TRAINING AND EDUCATION			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	81	
103-3	Evaluation of the management approach	26-28	
404-1	Average hours of training per year per employee	26-28	
404-2	Programs for upgrading employee skills and transition assistance programs	26-28	
DIVERSITY AND EQUAL OPPORTUNITY			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	81	
103-3	Evaluation of the management approach	31-32	
405-1	Diversity of governance bodies and employees	31-32	
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	19	
103-3	Evaluation of the management approach	19	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	19	
CHILD LABOR			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	83-85	
103-3	Evaluation of the management approach	83-85	
408-1	Operations and suppliers at significant risk for incidents of child labor	83-85	
HUMAN RIGHTS ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	33-35	
103-3	Evaluation of the management approach	33-35	
412-1	Operations that have been subject to human rights reviews or impact assessments	83-85	
412-2	Employee training on human rights policies or procedures	83-85	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	83-85	

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER	REASON FOR OMISSION
LOCAL COMMUNITIES			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	42-51	
103-3	Evaluation of the management approach	42-51	
413-1	Operations with local community engagement, impact assessments, and development programs	42-51	
SUPPLIER SOCIAL ASSESSMENT			
103-1	Explanation of the material topic and its Boundary	81	
103-2	The management approach and its components	69-71	
103-3	Evaluation of the management approach	69-71	
414-1	New suppliers that were screened using social criteria	69-71	
PUBLIC POLICY			
103-1	Explanation of the material topic and its Boundary	81	
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	81	
103-2	The management approach and its components	38-41	
103-3	Evaluation of the management approach	38-41	
416-1	Assessment of the health and safety impacts of product and service categories	38-41	

Appendix: Sustainability Accounting Standards Board disclosures table

ACCOUNTING METRICS					
SASB TOPIC	RELATED SASB CODE	SASB METRIC	CATEGORY	UNIT OF MEASURE	2021
Energy management	SV-HL-130a.1	Total energy consumed	Quantitative	Giga hour (GWh)	In 2021, RHG's total energy consumption was 1,496 GWh.
		Percent total energy from grid electricity		Percentage (%)	In 2021, 88% of energy consumed was from grid electricity.
		Percent total energy from renewables		Percentage (%)	In 2021, 12% of energy consumed was from renewable electricity.
Water management	SV-HL-140a.1	Total water consumed per square meter	Quantitative	Liters	In 2021, the water consumption per square meter was 1,081 liters per square meter.
		Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress			In 2021, RHG's total water consumption is 7.8 million cubic meters, out of which, 37% of water consumption is from countries with extremely high baseline water stress and 8% consumption is from high water stress countries.
Waste management	FB-RN-150a.1	Percent diverted from landfills	Quantitative	Percentage (%)	In 2021, 56% of RHG waste is diverted from landfills.
Labor practices	SV-HL-310a.1	Voluntary and involuntary turnover rate for lodging facility employees	Quantitative	Rate	In 2021, RHG's voluntary turnover rate for managed team members was 20%.
	SV-HL-310a.4	Description of policies and programs to prevent worker harassment	Discussion & Analysis	N/A	Responsible Business Report 2021 sections on Human Rights including Responsible Recruitment and employment program, Business Ethics and compliance, Diversity, Equity and Inclusion, and policies including Code of Business Ethics, Human Rights Policy, Employment Principles and Supplier Code of Conduct.
Climate change adaptation	SV-HL-450a.1	Number of lodging facilities located in 100-year flood zones	Quantitative	Number	At year-end 2021, 35 lodging facilities were located in 100-year flood zones.
ACTIVITY METRICS					
	RELATED SASB CODE	SASB METRIC	CATEGORY	UNIT OF MEASURE	2021
	SV-HL-000.A	Number of available room-nights	Quantitative	Number	In 2021, RHG had 15.5 million available room nights.
	SV-HL-000.B	Average occupancy rate (%)	Quantitative	Rate	In 2021, the average occupancy was 39%.
	SV-HL-000.C	Total area of lodging facilities	Quantitative	Square meters (m ²)	At year-end 2021, the total area of our lodging facilities was 7.5 million square meter.
	SV-HL-000.D	Number and percentage of managed lodging facilities ¹	Quantitative	Number	At year-end 2021, RHG had 331 managed lodging facilities (representing 26% of our portfolio).
		Percentage (%)			
		Number and percentage of owned and leased lodging facilities ²		At year-end 2021, RHG had 63 leased lodging facilities (representing 5% of our portfolio).	
	Number and percentage of franchised lodging facilities ³	At year-end 2021, RHG had 871 franchised lodging facilities (representing 69% of our portfolio).			

Appendix: Risks and mitigation overview on materiality topics

MATERIALITY TOPIC	IMPORTANCE OF RISKS, RISK MANAGEMENT AND MITIGATION	PAGE NUMBER	SECTION
Youth employment	Reducing youth unemployment is a global responsibility. RHG addresses the issue of unemployment and offer easy training, employment access and job opportunities to vulnerable and underprivileged youth.	19	Employment and Employability
People development	Helping us to achieve our vision of becoming one of the top three hotel brands in the world and to make RHG the company of choice for talent. People are at the core of everything we stand for – and what hospitality is all about.	23	Talent Management and People Development
Talent management & employability	Recognizing that developing our teams is critical for business success and to unlock the potential within our teams it is essential that we make a commitment to delivering consistent performance management.	25	Talent Management and People Development
Diversity, equity and inclusion	Fostering a culture and workplace that celebrates diversity and inclusion, ensuring equal opportunities for everyone. Guests and our talent deserve a safe environment in which they are valued for who they are.	31	Diversity, Equity and Inclusion
Protection of human rights	Striving to conduct all business operations in a way that seeks to promote and enhance human rights within our sphere of influence, abiding by the UN Guiding Principles on Business and Human Rights and being committed to raising awareness of human rights risks and to addressing risks that arise in the labor supply chain.	33	Human Rights
Responsible recruitment	Helping to ensure RHG takes a proactive approach to preventing forced labor in its operations and the wider value chain by promoting responsible recruitment and employment practices.	34	Human Rights
Business conduct, ethics and compliance	Enabling us to take positions on key issues of business ethics with a single voice. All interactions of our team members, partners, stakeholders, and local communities need to be based on the highest principles of business ethics.	36	Business Ethics and Compliance
Anti-corruption & anti-bribery	Complying with all applicable laws and regulations and conducting business in a manner consistent with RHG's commitment to doing business with integrity, mitigating the risk of corruption and bribery.	37	Business Ethics and Compliance
Safety and Security	Ensuring the safety and security of guests, team members and business partners, creating an environment where their safety and security are always a top priority. The Safety and Security program protects the different stakeholders, properties and brand reputation.	38	Safety and Security
Guest awareness	Gives insights to help hotels prioritize sustainability actions and outperform competitors and enables RHG to identify which hotels performance better.	16	Awards and recognition
Community development & engagement	Aiming to addresses the risks of poverty, hunger, lack of quality education and the availability of clean water and sanitation, globally and in the communities where we operate.	44	Community engagement
Local volunteering	Focusing on giving back to the community by social and environmental volunteering. Our teams donate their time and effort to supporting numerous initiatives designed to have a positive impact on the local area.	47	Food. Shelter. Future
Disaster support	Empowering team members to come together to make a difference by initiating or supporting a variety of disaster relief initiatives, to mitigate impacts of potential disasters and disruption of livelihoods and associated economic damage.	48	Disaster relief
Climate action	Reducing RHG's carbon footprint to help limiting the impact of global warming and climate change for our communities, the natural environment, and the wider value chain. Working towards net-zero CO2e by 2050 enables RHG to be future proof.	54	Think Planet proof
Water stewardship	Focusing to ensure water use is equitable throughout the communities in which we operate. RHG's water stewardship efforts include reducing its water footprint and supporting local communities who live in water scarce areas around the world - helping to provide safe drinking water, sanitation, and hygiene.	60	Water stewardship
Sustainable buildings	Expecting up to 75% of today's buildings, including hotels, to still be in use by 2050, RHG prioritizes sustainable standards for new builds and retrofitting existing hotels at scale to meet net-zero targets.	61	Sustainable buildings
Responsible consumption	Working with suppliers to prevent waste, driving development of circular models, increase recycling, reducing the volume of waste that goes to landfill, which addresses waste-related and reputational risks and costs associated.	63	Responsible consumption
Eco-labels	Striving to ensure our hotels operate in the most sustainable way possible as sustainability is an important factor in our guests' decision to stay with us. Gaining third-party eco-label of our hotel's sustainability efforts ensures the hotel's sustainability achievements are fully transparent and credible.	65	Eco-labels
Food and Beverage	Addressing a significant part of RHG's carbon footprint, which originates in our Food and Beverage operations, reducing the use of meat options and ensuring decent welfare standards for animals are being promoted.	68	Responsible Food and Beverage
Responsible supply chain	Promoting sustainability in our supply chain and working with sustainable suppliers to provide integrated projects and solutions for our hotels, reducing environmental, social, and reputational risks in the supply chain.	69	Responsible supply chain

Appendix: Carbon footprint performance

RHG is committed to reducing its carbon intensity by 30% by 2025.

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

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

GREENHOUSE GAS EMISSIONS	2021	2020	2019 - BASELINE
SCOPE 1 DIRECT EMISSIONS			
Emissions (MT CO ₂ e)	133,939	111,012	133,198
Emissions intensity (MT CO ₂ e/m ²)	18	16	19
Emissions intensity (MT CO ₂ e/OR)	12	14	8
SCOPE 2 INDIRECT EMISSIONS			
Market-based emissions (MT CO ₂ e)	424,836	373,438	522,821
Market-based emissions intensity (MT CO ₂ e/m ²)	57	53	76
Market-based emissions intensity (MT CO ₂ e/OR)	40	48	33
TOTAL SCOPE 1 + 2 EMISSIONS			
Market-based emissions (MT CO ₂ e)	558,775	484,450	656,019
Market-based emissions intensity (MT CO ₂ e/m ²)	74	69	95
Market-based emissions intensity (MT CO ₂ e/OR)	52	62	42
SCOPE 3 EMISSIONS			
Franchises — emissions (MT CO ₂ e)	734,455	455,469	742,436
Franchises — emissions intensity (MT CO ₂ e/m ²)	74	48	80

* Totally 85% of 2021 carbon footprint data of scope 1 and 2 is from actual sources. Remaining data has been extrapolated.

Appendix: Radisson Hotel Group slavery and human trafficking statement 2022

Our aim is to combat and eliminate any form of modern slavery, and to operate hotels free of child exploitation and forced, bonded, or compulsory labor. We apply these principles to our operations and in our supply chain. This is our 6th Human Trafficking Statement.

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

ORGANIZATIONAL STRUCTURE, OUR BUSINESS AND SUPPLY CHAINS

ABOUT RADISSON HOTEL GROUP

Radisson Hotel Group (RHG) is one of the world's largest hotel groups with nine distinctive hotel brands, and more than 1,600 hotels in operation and under development in 120 countries globally. The Group's overarching brand promise is Every Moment Matters with a signature Yes I Can! service ethos.

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

More than 100,000 team members work at RHG and at the hotels licensed to operate in its systems. RHG is directly involved in the operation of leased and managed hotels, while franchise owners and their managers have control over the operations of the franchised hotels. This statement applies to RHG hotels in Asia Pacific, Europe, Middle East and Africa. RHG is headquartered in Brussels, Belgium.

GOVERNANCE AND RECOGNITION

At RHG, we believe that people are our number-one asset. RHG's vision is to become the company of choice for guests, owners, and talent. Our culture plays an important role in our business transformation and in our future business success. RHG acknowledges and respects the UN Guiding Principles on Business and Human Rights, which are embedded in our policies and procedures. They are consistent with our core beliefs and commitment to be a force for good.

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

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

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

EMPLOYMENT AND EMPLOYABILITY

In 2021, RHG counted 138 nationalities amongst our team members. Women comprise 44% of our team members while 56% are men. RHG accounts 1% of team members with a disability. The vast majority of team members, 95%, have a full time or part time contract. The remaining 5% have a contract without a fixed amount of hours. Of our total workforce, 13% is outsourced labor, mainly for housekeeping, security, food & beverage and gardening services.

WORKPLACE COOPERATION

Collective bargaining agreements cover 31% of our team members. Of the hotels operating in countries, where this is not possible, 93% of hotels practice other forms of workplace cooperation. This allows management and team members to consult with each other to improve team members' welfare and develop mutually acceptable solutions for common challenges.

COMMITMENT TO COMBAT MODERN SLAVERY

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

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

RHG 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 and include the practices of the labor agencies and outsourced labor suppliers that RHG utilizes.

TEAM INVOLVEMENT

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

STRUCTURE OF OUR SUPPLY CHAIN

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

POLICIES AND PRINCIPLES

CODE OF BUSINESS ETHICS

Our Code of Business Ethics enables all RHG team members to take positions on key issues of business ethics with a single voice. It's a 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 team members.

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

HUMAN RIGHTS POLICY AND COMMITMENTS

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

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

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

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

SUPPLIER CODE OF CONDUCT

Our Supplier Code of Conduct contains obligations for suppliers and sub-suppliers and the broader business community. It requires them to take a stand against modern slavery and human trafficking. The Supplier Code of Conduct supplements the Code of Business Ethics. Its principles represent the minimum standards that RHG expects its suppliers to achieve.

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

Appendix: Radisson Hotel Group slavery and human trafficking statement 2022

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

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

RESPONSIBLE BUSINESS POLICY

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

DUE DILIGENCE PROCESSES

AUDITS

Every hotel undergoes an internal audit every second year. Elements of the audit include control of background checks for all positions that handle cash as a part of their role, or other sensitive positions. The background check must be done by an external company. Other elements are checked including supplier contract approval, work permits for team members from outsourced companies, reference checks on other partners of suppliers, and background checks on outsourced team members in Accounting & Finance, Human Resources, Security, IT, Front Office, and Food & Beverage. An outsourced company cannot sub-contract any activities delivered to the hotel without written approval from RHG. In 2021, 29% of our managed and leased hotels¹ have been audited.

RESPONSIBLE RECRUITMENT

Hotels aim to apply responsible recruitment practices when recruiting outsourced team members and 70% of hotels undertake background checks on recruitment agencies. To mitigate the risk of modern slavery and human trafficking, RHG uses the responsible recruitment framework. The framework for our hotels includes the use of a toolkit, which support our recruitment practices.

RESPONSIBLE RECRUITMENT TOOLKIT

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

The toolkit also supports hotel management teams in their efforts to prevent modern slavery, especially with outsourced labor. The toolkit has been rolled out to all geographic areas in Asia Pacific, Europe, the Middle East, and Africa. In 2021, 59% of our hotels actively used the toolkit. A specific training module on how to use the toolkit has been included in the Leading Responsible Business training for all Head of Departments and General Managers. In 2021, the RHG responsible recruitment toolkit was reviewed by the UN International Organization of Migration (IOM) and recommendations have been implemented.

SELF-ASSESSMENT QUESTIONNAIRE

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

MIGRANT WORKER INTERVIEWS

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

REMEDIATION PLAN

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

ETHICS PLATFORM

A cornerstone of our Code of Business Ethics implementation is ethics. radissonhotels.com, a website run by an independent third-party organization. Team members can use this site to find information on our Code of Business Ethics and report concerns anonymously. Any team member with concerns or questions about the Code is encouraged to raise these directly with their supervisor or person of trust in the hotel or regional organization. If this is not possible, the team member can report the issue online. The site is available in eleven languages and can be utilized by all team members, outsourced team members, and agency workers. Of the 34 reports made in in 2021, none involved allegations concerning modern slavery and human trafficking.

SUPPLY CHAIN DUE DILIGENCE

SUPPLY CHAIN VISIBILITY

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

RHG has overarching accountability for the standards of our supply chain, the treatment of our team members and the safety of our guests. The products, services, and activities of our suppliers may impact our reputation, affecting our level of trust with other stakeholders. It is imperative that the Group's suppliers follow the Supplier Code of Conduct and request the same from their supply chain, including third-party labor agencies. 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. 100% Of corporate suppliers recognized our Supplier Code of Conduct.

TENDERING PROCESS

The first supplier engagement goes through the Request for Information (RFI) tendering process. This allows RHG to evaluate new and potential suppliers during the first phase of the tender process. The RFI contains multiple criteria, including a set of knock out criteria, allowing RHG to evaluate the supplier's financial, environmental, labor and human rights status before signing a contract.

SUPPLIER ASSESSMENT

One of the tools RHG has been using for supplier assessment is the responsible supplier questionnaire. The questionnaire aligns with the Supplier Code of Conduct and is updated bi-annually. The questionnaire includes a rating tool to identify the supplier's level of risk management and mitigation. In 2020 the questionnaire was added to the tendering process and all awarded suppliers completed the questionnaire.

Our standard supplier contract terms include a clause requesting that suppliers complete the responsible supplier questionnaire and provide reasonable evidence of compliance with RHG's Supplier Code of Conduct on request. The provided supplier information is assessed, and non-compliance is discussed with the individual supplier accordingly.

SUPPLIER CONTRACT

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

RISK MAPPING ANALYSIS

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

¹ EMEA

Appendix: Radisson Hotel Group slavery and human trafficking statement 2022

In 2021, RHG updated the risk mapping and prioritization model of purchasing categories regarding Sustainable Procurement. To allow capacity building EcoVadis has been selected to assess the groups' suppliers on environmental, social, ethical and sustainable supply criteria, and to support continuous improvement process. In 2022 RHG will extend the EcoVadis evaluation process to the group's suppliers through the risk analysis tool and the supplier platform evaluation tool.

VIOLATIONS OF OUR SUPPLIER CODE OF CONDUCT

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

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

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

TRAINING RESPONSIBLE BUSINESS TRAINING

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

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

COMBATTING MODERN SLAVERY TRAINING

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

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

CHILD PROTECTION AND ANTI-TRAFFICKING

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

INDUSTRY CAPABILITY BUILDING SUSTAINABLE HOSPITALITY ALLIANCE

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

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

INTERNATIONAL ORGANIZATION FOR MIGRATION

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

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

FUTURE STEPS

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

Over the coming year we plan to:

- Continue the development of tools on the responsible recruitment framework and to make them available to our hotels.
- We will continue to conduct risk evaluations of suppliers of outsourced labor.
- Refresher training for hotel teams to use the Responsible Recruitment toolkit.
- Continue supplier engagement and implement evaluations and risk mapping analysis 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 our cooperation with other hospitality industry partners via the Sustainable Hospitality Alliance network and the human rights working group to identify and share best practices and participate in projects.
- Include and update modern slavery elements in our existing manuals, contracts, standards of operation, and audits

SIGNED BY THE BOARD

This annual statement for the full financial year 2021 was approved by the Board of Directors of Radisson Hotel Group.



Mingju Ma
Chairman

Appendix: Scope and boundaries of this report

Radisson Hotel Group (RHG) is one of the world's largest hotel groups with nine distinctive hotel brands and more than 1,600 hotels in operation and under development in 120 countries. The RHG brands include Radisson Collection, Radisson Blu, Radisson, Radisson RED, Radisson Individuals, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, and prizeotel.

The 2021 Responsible Business Report describes the most material corporate responsibility and sustainability aspects of the operations of RHG, not the full range of our actions and data. Unless otherwise stated, the information in this report refers to the calendar year 2021.

This report relates to the RHG portfolio for Asia Pacific, Europe, Middle East, and Africa, unless otherwise stated. This includes 647 properties which were in operation on 31 December 2021. For all hotels, including those that were opened or discontinued their operations in 2021, data is only reported for the months they were in operation. RHG has limited the reporting boundaries to areas in which the company has full control over data collection and information quality. Downstream impacts are generally excluded as we do not currently have reliable tools to measure their effect.

COVID-19

One of our highest priorities is the health, safety, and security of our guests, team members, and business partners. COVID-19 has fundamentally changed the way we work and operate our hotels, and we are adjusting our daily operations to fit within the new normal. In response to the development of the COVID-19 pandemic, RHG continues to follow the latest advice and recommendations from the Center for Disease Control (CDC), World Health Organization (WHO) and the local authorities in the countries we operate in.

Because of the global impact of COVID-19, our business strategy has been constantly evaluated, including regular in-depth reviews of the situation at hand.

Despite the operational impact of the pandemic, our hotels were in operation approximately 80% of the year. The overall business volume reduction has been in line with industry performance. Due to business disruptions caused by the COVID-19 pandemic, the Responsible Business performance of 2021 is irregular. Therefore, the 2019 metrics are more representative of our performance indicators.

Our business entities

Radisson Hotel Group (RHG) is represented by Radisson Hospitality, Inc., managing 600-plus hotels in operation in the North-, Central- and South America, and Radisson Hospitality AB, managing 600-plus hotels in operation in Europe, Middle East, Africa and Asia Pacific. Radisson Hospitality AB is headquartered in Brussels, Belgium.

Since 2019, RHG is part of Jin Jiang International. With the acquisition of Radisson Hospitality by Jin Jiang International Co., RHG is part of the number two hotel group in the world in terms of number of rooms. (Source: MKG Ranking 2020).

Jin Jiang International Co., Ltd. is a leading travel and hospitality group in the world, headquartered in Shanghai, China.

This report includes Radisson Hospitality AB's 15th annual Responsible Business Report. Specific global hotel data is indicated with  otherwise, data refers to our hotels in operation in Europe, Middle East, Africa and Asia Pacific.

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

This report has been prepared in accordance with the GRI Standards: Core option, see [here](#).

Appendix: Auditors report

AUDITOR'S REPORT ON THE STATUTORY SUSTAINABILITY REPORT

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

ENGAGEMENT AND RESPONSIBILITY

It is the board of directors who is responsible for the statutory sustainability report for the year 2021 and that it has been prepared in accordance with the Annual Accounts Act.

THE SCOPE OF THE AUDIT

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

OPINION

A statutory sustainability report has been prepared.

Stockholm, 30 March 2022 PricewaterhouseCoopers AB

Signed by
Eric Salander
Authorized Public Accountant

Auditor in charge
Karl Järdler
Authorized Public Accountant



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Responsible Business team
responsiblebusiness@radissonhotels.com

RHG **RADISSON**
HOTEL GROUP


RADISSON
COLLECTION

Radisson BLU

Radisson

RED
Radisson

RADISSON
Individuals.


PARK
PLAZA

park inn
by Radisson


COUNTRY
INN & SUITES
BY RADISSON

 prizeotel

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REWARDS

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