



— RESPONSIBLE BUSINESS

# THINK+CHANGE

## OUR PEOPLE. OUR PLANET. OUR ONWARD PATH.

Our 2020 Think+Change vision came to life in answer to a simple question: as a pioneer and forward-thinking company in Responsible Business, how can Rezidor build on our success in this vital area to act as the driving force of an ever more sustainable hospitality industry?

We believe that by mobilizing our global team of more than 43,700 responsible hosts, we can create a wave of positive influence: starting with each employee's individual actions – at home and at work – spreading out through the communities in which we operate and building up to a ripple effect of positive impact across the whole of the planet.

With our presence in more than 80 countries, the main way we can be a truly responsible company is by providing meaningful employment. Additionally, we believe in developing our team's talents and offering more career opportunities for young and disadvantaged people.

In response to the Sustainable Development Goals and the new legal framework of the UK Modern Slavery Act, we will continue to promote human rights, business ethics and diversity in our hotels around the world, throughout our business network and supply chain.

We will harness the passion of our teams in the service of their local communities. And we will strive to actively engage our guests in the Responsible Business focus areas specific to each of our hotel brands.

We will continue reducing our carbon and water footprints in the short term, while recognizing that these reductions will need to be dramatically stepped up in the long run to be in line with COP21 global targets.

Responsible Business is a key part of everything that happens in our hotels, our area offices and our corporate headquarter. Rezidor's unique Yes I Can! ethos – and our z-factor fighting spirit – means we are all passionately committed to making a positive impact – by starting a wave, and helping spread positive awareness around the globe.

Changing the way we think, can change our world.



INGE HUIJBRECHTS  
VICE PRESIDENT,  
RESPONSIBLE  
BUSINESS



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## SAFETY & SECURITY

### EXPERIENCE PROVIDES REASSURANCE IN TIMES OF UNCERTAINTY

Through the years, Rezidor has safely operated and continues to operate hotels in many places impacted by epidemics and uprisings, natural disasters and conflicts. These situations provide us with learning experiences that can apply in all of our properties to help make travel safer for everyone.

In 2016, we drew on our experiences more often and closer to home than ever before. Terrorist attacks in Turkey, Germany, France and Belgium reminded the world that tragedy can strike anywhere and impact anyone, regardless of location.

Our safety and security programs are perpetually evolving to allow us to continue to provide quality accommodation to travelers and stable employment to staff in all of our hotels.

### TRIC=S: OUR GLOBAL FORMULA FOR LOCAL HOTELS

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

- Threat assessment
- + Risk evaluation and mitigation
- + Incident response preparedness
- + Crisis management, communication and continuity
- = Safe, secure and sellable hotels.

TRIC=S has been widely recognized as good practice for corporate safety and security management. During 2016, Carlson Rezidor was invited to present the approach to a range of events hosted by organizations such as the International Security Management Association, the Norwegian Security Council and the Swedish Business Travel Association. It was also featured as part of a panel at the Global Business Travel Association's annual European meeting in Frankfurt, Germany.

### GLOBAL ALLIANCES FOR SAFE HOTELS

In 2016, Rezidor built further success upon another innovative step we had taken the year before when we became the first major international hotel group to sign an agreement with the Safehotels

Alliance AB, which certifies hotels against their own, independent 'Global Hotel Security Standard' and gives guests, buyers, and travel managers reassurance that certified hotels have been audited against an independent standard. By the end of 2016, more than 160 hotels had gained their certification.

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

Carlson Rezidor is the current chair of the OSAC HSWG steering group and also has leadership roles at local OSAC country councils in Brazzaville (Congo) and Brussels (Belgium).

SAFEHOTELS ALLIANCE  
AB CERTIFIES

160+

REZIDOR HOTELS



Rezidor safety and security program is based on decentralized empowerment, supported by an online self-assessment linked to a library of best practice. It's integrated to our booking system and available to all hotels in our portfolio regardless of brand, location or contractual affiliation. Safehotels Alliance AB verifies the self-assessment content annually and has independently certified over 160 of our hotels.

**Paul Moxness**

Vice President, Safety & Security

## ISSUE PREPAREDNESS & CRISIS COMMUNICATIONS

**OUR PARTNERSHIP WITH THE SAFEHOTELS ALLIANCE IS ONE OF MANY THAT HAS HELPED US TO BECOME MORE RISK RESILIENT OVER THE COURSE OF THE YEAR.**

Rezidor's Corporate Communications, PR & Reputation Management team have been working on an internal issues preparedness program with global communications consultancy Ogilvy to ensure that we have the systems and tools in place to deliver an efficient and effective response to any challenge that may impact the business.

We began by reviewing what we had learned from previous issues, which helped us to identify how we could improve our responses. This process helped us to understand that the majority of incidents were managed at a local level by our General Managers (GMs), who are at the frontline of our business, managing the moments at which our brands, our people and our guests interact.

We have developed guidance notes to help GMs deal with the recurrent issues that impact all hotels,

as well as continue a group-wide training program to help them to be ready to handle larger issues as well. The GMs are also being taught how to train their hotel staff to be more aware of potential risks before they develop and escalate.

In an ideal world, all challenges impacting hotels would remain isolated and localized in nature. However, we understand that some incidents will escalate to become challenges to the wider brand and business. This is an inevitable consequence of living in a socially connected world where an isolated incident can quickly be spread and shared, impacting reputation and the businesses license to operate globally.

To ensure that we are fully prepared for any eventuality, we have developed a bespoke microsite that can be accessed securely by any employee who needs help to handle a serious issue. It provides step-by-step guidance to make sure that our GMs handle incidents sensitively at a local level and that our Business Leadership Team and Executive Committee has access to strategic resources when a regional response is required.

Alongside our focus on preparedness, we have continued to provide a live issues management

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### **Bamako remembered**

*Wolfgang M. Neumann, Rezidor's President & CEO, met with the Mali Minister of Tourism, N'Diaye Ramatoulaye Diallo, and other colleagues to remember the three employees who lost their lives at our Radisson Blu Hotel, Bamako in 2015.*

service to all our hotels and employees. Our GMs know that there is a 24/7 support team to provide advice and guidance on any issues as they arise. Over the last year, this resource has been deployed to manage a wide range of requests from different divisions and locations across the business.

The investment of time and resource in this area has paid off. Our GMs are able to contain the large majority of issues at a local level and our Executive Committee remains a calm and considered voice of reason when incidents arise. No business is immune to crises, but we are confident that our focus on preparation means that we are well equipped to manage and mitigate challenges. Through this focus, we are creating a hospitality business that is uniquely resilient.

# #LIVEBRUSSELS

Our award-winning communications campaign celebrating and promoting Brussels after the terrorist attacks in March 2016.



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In today's fast-moving world, where social media can escalate a crisis in minutes and tarnish a reputation, it is critically important to have a smartly executed communications and public relations plan that is sensitive to the nuances of evolving situations and responsive to customer needs.

**Renu Hanegreefs-Snehi**  
Vice President, Corporate Communications,  
PR & Reputation Management

