



RADISSON EDWARDIAN HOTELS  
AND THE MAY FAIR HOTEL

# 2010 RESPONSIBLE BUSINESS REPORT



# From the Chief Operating Officer

## Understanding our role

I am very happy to introduce this report and underline the fact that we are ready for a challenge that will continue to transform our operations and which will never end. We will keep moving our standards forward and we'll do that with determination.

This report signals our willingness and commitment to playing a leadership role – to stand up and take responsibility for moving things forward.

In the same breath I also want to underline the fact that leadership in this field is all about deepening collaborations – with suppliers, with customers and with our peers in the industry. You don't do this alone.

So I want to begin by acknowledging the contribution of our people, our suppliers, our customers and indeed many of our competitors. We are all in this together!

## A two year journey to base camp

In 2008 we began our journey to this report. We made the commitment to developing the systematic approaches to responsible business practice which are absolutely necessary in a business of scale and complexity.

Our desire to do it right also meant taking it seriously and carefully. We are very pleased therefore to have been recognised as a group with the Mayor of London's Green500 Platinum Award and Silver & Gold Awards from the Green Tourism Business Scheme. We are pleased – but we know there is much more we can do.

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Paul Mansi  
Chief Operating Officer

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## Transparency is critical

For every business, a commitment in this area has to begin with a commitment to permanent openness and a spirit of collaborative learning – a concept that can seem counterintuitive to the normal practices of competition.

But transparency is critical. Transparency is the only way to develop real measurements, objective standards and clear progress based on the development of best practice.

We want to develop best practice – we want to share it and we want to put it to objective testing. And we want to engrain the idea of transparency and progress at the heart of our ways of working. As Chief Operating Officer, I find these ideas liberating even though they put new demands on us.

## And the excitement is genuine!

As momentum has gathered, I have to say that the excitement has too. Progress in the area of responsible business practice is transformative, it is motivating and it can be cathartic too!

In simpler words this is fun and it definitely feels good for every one of us to know that we are not just paying lip service – we are doing our bit and banging the drum too, for a sustainable and responsible approach to business. There is a real sense now that this matters and that this will certainly shape our futures – in ways we don't yet know.

It may not be easy but we are certainly up for the challenge.

A handwritten signature in black ink, appearing to read 'Paul Mansi', with a horizontal line underneath.

Paul Mansi  
Chief Operating Officer

# Effective Responsible Business Management: Our Roadmap towards Responsible Development

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## Mission statement

We are committed to the wellbeing of our planet and its present and future inhabitants. We will conduct our business by striving to improve our overall ecological and carbon footprint, without compromising on guest experience and satisfaction, using the most responsible working practices.

Our Top Ten Commitments include:

- To achieve credible, responsible business practices including socio-cultural, economic, wellbeing and nature.
- To reduce our overall ecological and carbon footprint by conserving natural resources and energy.
- To minimize and efficiently manage waste production, ensuring the least possible negative impact on the natural environment.
- To expand our responsible purchasing policy by working closely with our suppliers.
- To acknowledge local and regional differences in sustainability practices in order to improve the efficiency and wellbeing of the hotels, staff, guests, local people and nature.
- To openly communicate our policies and best practices to stakeholders and the general public.
- To provide all employees with the awareness and training resources required to reach the point of self empowerment and meet our objectives and targets.
- To fully comply with all local, national and international sustainability legislation.
- To monitor and record our responsible business practices action programme regularly and to measure and compare performance with our policies, objectives and targets.
- To ensure a safe, secure and healthy environment and promote active and wellness lifestyles to our guests, employees, local community and nature.

The core purpose of the mission statement is to distinguish us as the leading luxury hospitality group in the UK by making Responsible Business a core part of the Radisson Edwardian experience.

## Why Responsible Development?

The Radisson Edwardian Hotels Group is an industry leader, and continues to create a positive legacy in the domestic hospitality and spa sectors. This positive footprint and legacy represents an organisational commitment to do its part in improving its overall legacy and in so doing becoming a beacon within the UK hospitality sector and beyond; especially in the context of creating pioneering visions in Responsible Business leadership.



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# The 4 Essential Pillars of Responsible Business

We are committed to integrating all four pillars of Responsible Business (also known as the “Quadruple Bottom Line”) into all areas of development, management and operations. This includes:

- Economic (profit for people, planet and organisation)
- Socio / cultural
- Wellbeing (people and planet)
- Nature (natural environment including climate change)

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### a) Economic

We are committed to the practice which assigns an economic value to both our overall business and the natural ecosystem in a naturally profitable way where people, planet and profit all benefit.

### b) Socio / cultural

We are committed to doing our part towards improving the wellbeing of “local” communities and preserving human and Fair Trade rights.

We are also committed to being a fair employer, respecting our employees, promoting diversity, biodiversity and cultural tolerance.

### c) Wellbeing

We offer and promote a healthy working and hospitality experience and environment that is designed to improve and enhance the overall wellbeing of our employees, guests and the natural environment.

### d) Nature

We are committed to improving overall Ecological (including Carbon) and Water footprint in all areas of our operations without compromising on total guest comfort and satisfaction, and of course on our only liveable ecosystem.

Our approach to Responsible Development means doing our part not only to protect but also to restore nature and the natural environment.

In essence we believe that since nature knows how to take care of itself and does not require human intervention, we promote the thought that “Responsibility” begins with each individual first taking responsibility for him / her self.

Thus the hospitality sector should be encouraged to take a positive and constructive stand by motivating and raising awareness. Responsible Development should be recognised as a tool that is designed to improve overall levels of management and operational efficiency and productivity in ways where people, planet and profit all benefit.

# Values

Our values define us and are integral to the development of our Responsible Development mission and policy.

Passion  
Fun Fairness  
“Yes I Can!” attitude  
Integrity

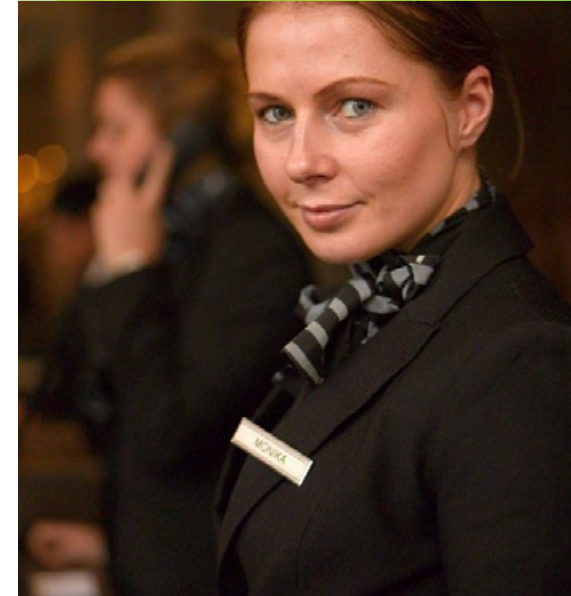
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# Our Responsible Journey to success

- An in-depth Responsible Business, Carbon and Water Footprinting measurement, review and analysis was conducted of all areas of hotel management and operations. This included the supply chain and Stakeholder consultation.
- Once the review had been completed a Responsible Business Mission statement and policy was developed.
- The Responsible Business mission statement and policy includes all four pillars of Responsible Business and Responsible Development (also known as the “Quadruple Bottom line”). These 4 essential pillars of Responsible Business are incorporated and integrated into all areas of management and operations (including the supply chain).
- Once the Responsible Business mission statement and policy was developed a Top 10 listing of objectives and targets was formulated.
- The entire action plan is based on a commitment to do something which demonstrates continuous improvement.
- In order to ensure the action plan and strategy would be implemented in all our hotels and spas and in order to ensure this would be a “top – down” and “bottom – up” led initiative, each hotel created a Responsible Business Team.
- Each team was comprised of representatives from each department of the hotel.
- A Responsible Business team leader was nominated for each hotel team.
- A Corporate Responsible Business Team was created. The corporate team comprised of both senior management and team leaders from all the hotels and spas.
- The Corporate Responsible Business team is responsible for formulating and developing a clearly defined Responsible Business strategy for the entire group.
- Each hotel team is responsible for ensuring the defined objectives and targets are actioned in each hotel.
- Initial actions were set and metrics defined for monitoring and measurement.
- At the end of each current year, actions would be turned into numbers. These numbers would then be turned into a Responsible Business financial statement and this statement would then be integrated into the regular group financial statement.

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# Governance

Our efforts have been inclusive and transparent. Responsible Business Teams were set up in each hotel with all team members from non-management levels. Each team has a Responsible Business team leader who sits on the Corporate Responsible Business Team.

Our Corporate Governance and Corporate Responsibility practices are based on various globally renowned and recognised Responsible Best Practice criteria and guidelines. These include:

- Agenda 21. Ratified by 190 governments at the 1992 Earth Summit in Rio, Brazil.
- The Green500 Carbon Footprinting initiative.
- Green Globe, Global.
- Green Tourism Business Scheme, UK.

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# Environment: Improving our Footprint

We believe environmental stewardship includes preserving, restoring and improving the environment of both people and nature, especially in the context of management and operations in all our hotels.

The below list of actions to improve our overall footprint includes all areas of management and operations:

## Green500

- An initiative established by the London Mayor to sign up at least 500 local businesses and improving over all their Carbon Footprint by 20% annually.
- Radisson Edwardian Hotels were the first hotel group to sign up for this initiative.
- A Carbon Footprint measurement and analysis was conducted in all hotels.
- Within the first 12 months, the group was awarded Platinum Level (the highest possible).

## Green Globe

- Radisson Edwardian New Providence Wharf received Bronze level within the first 12 months.



# Responsible and Renewable Energy Management

Although our hotels can not control the emissions created by power producers selling into the grid, we are committed to improving our overall Carbon Footprint and the use of renewable energy and technologies where possible. We are engaging in an active responsible energy management programme with reduction objectives and targets listed in our roadmap.

We also encourage the use of bicycles for our guests in order to promote clean mobility and a healthier personal wellbeing. In addition, the hotel group car fleet switched to the use of Hybrid cars.

Below is a summary of responsible energy management actions for 2010:

- Electricity consumption savings – Four quarters 2009 -11%, 18%, 12% and 10% respectively. (saved £208k)
- Group order (£250k) placed for LED lighting in all public areas, corridors and conference rooms for installation by end of 2011.
- Instelli-hood systems installed to reduce power consumption for kitchen extract systems in all hotels. (excluding the Radisson Edwardian Sussex)
- Bedroom and C&B lighting procedures rolled out.
- We now receive LEC (Levy Exemption Product) low Carbon power from Total Gas and Power Ltd, which reduces the CO2 emissions by approximately 40% using electricity conversion factors as supplied by DEFRA.
- New energy saving PCs have been installed.
- A new CHP unit for the Radisson Edwardian Heathrow was installed, which will save a further £21k annually, in addition to the existing £55k already saved from previous CHP units. In 2004 the ENEER-G CHP unit was installed at the Radisson Edwardian Manchester; achieving Carbon savings to date of 3,242 tonnes of CO2, which is equivalent to planting 324,000 trees.
- Low energy bulbs introduced in all guest room corridors and number of lights reduced, as well as movement sensors fitted in low – use public and back of house areas.
- A summary of Radisson Edwardian Hotels energy saving initiatives has been completed and shared at each hotel.

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- Boilers introduced at The May Fair and Radisson Edwardian Hampshire hotels.
- Red dot initiative on all back of house lights and equipment switches.
- Bathroom heated rails switched off across the group during summer months.
- Secondary glazing fitted to windows at Radisson Edwardian Bloomsbury Street, Kenilworth, Vanderbilt, Grafton hotels and The May Fair Hotel. All windows to be replaced at the Radisson Edwardian Mercer Street in 2011 as part of the renovation programme.
- Project brand standards updated to include Carbon500 requirements and responsible best practice.
- Energy efficiency and environmental awareness online training via safety media introduced into mandatory training schedules for all departments in 2010.
- Energy champions established in each hotel.

# Responsible Water Management

We are committed to improving our overall Water Footprint in all areas of management and operations including the supply chain. Our goal is to improve water consumption, in terms of both real water consumption and water consumption per occupied room.

All of the water used by our hotels is drained into the city system. Most UK cities are serviced by a combined sewer system that carries both grey water from the buildings as well as storm water.

## Our improved water footprinting actions to date include:

- Installation of new shower valves that limit water consumption in all hotel bathrooms.
- In-house purification of water.
- In-house bottling of water in glass bottles.
- Eco-pure water served in all C&B operations (annual savings of £267K).
- Reusable vinyl bathmats introduced to all guest bathrooms.
- Floor operated push taps to designated sinks in each main kitchen.
- Valves have been fitted to all public toilet and staff urinals to improve water wastage consumed in all hotels.
- Dual flush installed at majority of hotels.
- A guest voluntary linen re-use programme.

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## Zero Waste Management

Our goal is to improve our overall waste footprint by focusing on the three “R’s” (Reduce, Reuse, Recycle). The objective is to improve overall waste generation in all areas of operations. This includes the amount of waste coming into the hotels, being generated within the hotels and the amount of waste that is being thrown out.

### Additional actions in 2010:

- All letterheads, billing paper, envelopes, conference paper, key card holders, gift vouchers, VIP key card wallets, new brochures and the quarterly staff magazine “Voice” are printed on recycled paper using vegetable based ink.
- All garbage that is collected is currently incinerated which provides energy for 25000 residential homes.
- A Zero Waste management corner has been established in almost all hotels. This includes separation of glass, cardboard, paper, batteries and both wet and dry garbage.
- Single sheet notepaper introduced in all C&B operations (annual savings £1,100).
- Bulk paper purchasing being coordinated by finance departments of each hotel.
- Vegetable and fruit suppliers now bringing orders in plastic crates instead of cardboard boxes. Crates are returned to suppliers where they can be reused.

# Responsible Purchasing

We have developed a Responsible Purchasing policy which covers all areas of purchasing, including the supply chain. We work with suppliers and contractors to ensure they meet a baseline set of requirements. Vendors are provided with a copy of the Responsible Purchasing policy which includes a set of basic criteria that they are expected to uphold. Vendors are also encouraged to provide us with their own insight and suggestions.

## Biodiversity Conservation, Ecosystem Management and Landscapes

Since all Radisson Edwardian Hotels are located in urban areas, the hotels have little direct impact on Biodiversity. The hotels are not located on or near any protected areas or areas of high biodiversity value within or outside of protected areas.

Urban hotel activities that can most impact biodiversity are food procurement, disposal, overall purchasing and energy consumption policy and strategy. The Radisson Edwardian Group Hotels does not promote, offer or engage in any trade of wildlife, including on its menus.

Food purchases have significant biodiversity impacts. Industrial style agriculture that abuses the soil with chemical fertilisers results in nitrogen run-off, a leading cause of “dead zones”. Improper field and crop rotation can result in nutritional depletion from the soil. It is widely believed that genetically modified crops and the rise of pesticides can have unforeseen effects on genetic diversity of crops and human health.

Thus, where possible, we promote Organic Food and Sustainable menu items. This includes The Marine Stewardship Council certified fish, Free Range and Organic meat and dairy items. In addition we give preference to local farms.

Other products purchased have a strong relationship with the preservation and restoration of Biodiversity. Paper requires logging, which can be reduced or avoided using recycled paper. Glass and metal containers, computer parts, and other goods purchased and consumed on a monthly or annual basis require mining that is often habitat – destroying surface mining. Energy consumption may have similar results for operations using energy from oil or coal.

Located within urban habitats, Radisson Edwardian Hotels must seek off-site creative ways to address biodiversity concerns. A partnership with WWF UK to promote Earth Hour, and purchasing, where possible from British farmers and promoting green roofing from the rooftops of some of its hotels in order to attract local biodiversity, are some initiatives currently in motion.

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# Responsible Meetings and Events

Hosting a Responsible meeting or event is very important, so we have developed 'Meet Well', our own innovative responsible meetings and events programme.

Meeting well means treating well the things that really matter. More than just reducing a meeting's environmental impact, it's also a commitment to positively affecting the communities we are a part of. Our approach to responsible business means a clearer conscience for delegates – whatever the size and style of their event.

Our Responsible meetings and events policy provides a meeting structure that encourages zero waste management and awareness of responsible business practices for conference attendees.

## Travel and accommodation

All venues are close to public transport, and their ergonomic design means that our meeting rooms are as good for clients' wellbeing as they are for the environment. Each hotel practices water conservation, and all have been recognized with a prestigious Green500 Platinum award for the reduction of carbon emissions. New LED lighting will improve energy efficiency still further. The Green Tourism Business Scheme, which works to ensure the UK leads the world in sustainable tourism, recently graded each hotel with a minimum silver award.

## Recycling and re-using

Paperless planning is easier as well as friendlier, with all pre-registration information at the touch of a button. And because everything is automatically recycled at the end of the day, there's no need for 'recycling stations' in our meeting rooms. Most items are always re-usable rather than disposable, such as china and glassware, linen napkins, ceramic creamers and sugar dispensers. 100% of our non-food waste is either re-cycled or used to generate electricity.

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## Thought for food

Most of our ingredients are locally sourced, always in season and always from ethical suppliers we know and trust. With wellbeing in mind, they're also healthy and nutritionally balanced. Our chefs design menus exclusively for clients, placing great importance on the provenance of the food and new menus even include carbohydrate and calorie counts. Fresh meat is exclusively British, including Red Tractor chicken fully traceable from the hatchery to our kitchens. Seafood is sustainably sourced, from organic farmed salmon to diver-caught Scottish scallops. Our water is also purified and bottled in-house, avoiding transportation.



## Giving back to the community

Aware of our potential to make a real difference to the lives of people in need near and far, we support the work of both World Childhood Foundation and Education Africa, charities that strive to give disadvantaged children and young people a start in life most of us take for granted. Closer to home, each hotel supports a local charity, from helping the homeless to training the unemployed for work in the hospitality industry.

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# Employees

In 2010, the Radisson Edwardian Group employed 2011 people – 1813 full time and 198 part time. 54% of the workforce was male and 46% female.

In the last two years, employee turnover has reduced from 50% in 2008 to 35.7% in 2010.

All employees receive annual performance reviews and performance development plans.

To manage workplace safety, we have a senior Health & Safety Manager that meets frequently with Health & Safety representatives from within the group.

Radisson Edwardian ensures that it continuously offers fair pay and fair compensation and healthcare packages by benchmarking them against industry standards on an annual basis. No child, compulsory, or other illegal form of workforce or labour practice is used as part of the Radisson Edwardian Hotels human rights policy.

Finally, we take an active role in supporting the health and wellbeing of our organisational staff by promoting active lifestyles and providing a healthy workplace.

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# Local Community Relations and Stakeholder Consultation

The Radisson Edwardian Group supports the World Childhood Foundation & Education Africa, contributing over £50,000 in 2010. World Childhood Foundation is a non-profit organisation dedicated to serving the most vulnerable children worldwide. Over 120 projects in 15 countries help children at risk from abuse and exploitation, giving them the chance of a better start in life. Education Africa strives to reach and uplift the poorest of the poor. By helping disadvantaged young South Africans to obtain a quality education, they equip them to compete in the local job market. Education Africa aims for an educated nation to sustain economic growth.

Our hotels are also actively involved in their local communities and each hotel has a nominated local charity, allowing it to contribute more effectively to its local community. The following is a listing:

## Hotel

- Head office
- Radisson Edwardian Heathrow
- Radisson Edwardian Berkshire
- Radisson Edwardian Mercer Street
- Radisson Edwardian Bloomsbury Street / Kenilworth
- Radisson Edwardian Hampshire/Leicester Square

## Charity

- Breast Cancer Campaign  
[www.breastcancercampaign.org](http://www.breastcancercampaign.org)
- Harlington Hospice Association  
[www.harlingtonhospice.org](http://www.harlingtonhospice.org)
- Springboard  
[www.springboard.org.uk](http://www.springboard.org.uk)
- Lennox Children's Cancer Fund  
[www.lennoxccf.org.uk](http://www.lennoxccf.org.uk)
- Young Writers Trust Organisation  
[www.youngwritertrust.org/](http://www.youngwritertrust.org/)
- The Connection at St Martin in the Fields  
[www.connection-at-stmartins.org.uk](http://www.connection-at-stmartins.org.uk)

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- Radisson Edwardian New Providence Wharf
- Radisson Edwardian Vanderbilt
- Radisson Edwardian Sussex
- The May Fair Hotel
- Radisson Edwardian Grafton
- Radisson Edwardian Manchester

Neighbours in Poplar  
[www.neighboursinpoplar.org.uk](http://www.neighboursinpoplar.org.uk)

Focus Kensington and Chelsea  
[www.focuskc.com](http://www.focuskc.com)

King Edward VII Hospital  
[www.kingedwardvii.co.uk](http://www.kingedwardvii.co.uk)

The Passage  
[www.passage.org.uk](http://www.passage.org.uk)

Chickenshed  
[www.chickenshed.org.uk](http://www.chickenshed.org.uk)

Wood Street Mission  
[www.woodstreetmission.org.uk](http://www.woodstreetmission.org.uk)

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## Conclusion

This is Radisson Edwardian Hotels' first annual Responsible Business report. It has included highlights and performances worthy of recognition. More importantly, it is an honest and transparent representation of our commitment towards Responsible Development and Responsible Business Management, especially the positive impact of improving its overall footprint for the benefit of people, planet and profit.

The Radisson Edwardian "Roadmap" sets a clearly defined action strategy, objectives and targets for performance and addresses important Ecological footprint impacts, ensuring consistent dedication and commitment to improving the overall Ecological (including Carbon) and Water Footprint through effective Responsible Business Management. Radisson Edwardian is addressing multiple issues related to improving our Ecological Footprint (including socio / cultural, economic and wellbeing), by thinking globally and acting locally and by thinking locally and acting globally.

Its strategic partnerships and collaborations are promoting some of the most credible organisations to excel at what they are best at. From improving the wellbeing of children to finding solutions for cancer to African water concerns, we have highlighted some of the most relevant issues facing the global community.

Clear improvements in enhancing our overall Ecological Footprint performance have been accomplished. From improving our Carbon Footprint (especially energy consumption) to addressing the issue of Zero Waste Management and Responsible Purchasing, this is the beginning of a journey that will take us forward.

Responsible Development and Responsible Business is a continuous journey and we are in its early stages of potential achievement, where future performance will be measured, monitored and managed at deeper and quantifiable levels.

We believe that ultimately the way to make a difference is an eventual shift from 'what' to 'how' through an expanding and clearly defined framework and structure where the key benefactors will be people, planet and profit.

THANK YOU

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