



B I L D E R B E R G

CONSCIOUS BILDERBERG

SUSTAINABILITY REPORT

2019 - 2021

FOREWORD

We hereby proudly present the 2021 Bilderberg Sustainability Report. In this report, we provide insight into the results we achieved in 2019, 2020 and 2021 in the area of sustainability and corporate social responsibility. We also list our ambitions and goals for the coming years in this report.

Socially responsible entrepreneurship is embedded in our daily business practices. Our hotel chain originated in the Veluwe region. From the beginning, we recognised the richness of nature. In addition, we prioritise the well-being of our guests, good food, and consideration for our employees.

In 2010 we created Conscious Bilderberg, an initiative to make strategic and operational choices that put the welfare of people, animals and planet first. We have already achieved many great results from this initiative. For example, all Bilderberg Hotels have a gold Green Key certification, we emerged as the winner of the Food Waste Challenge in 2019, and we have continued to make our procurement more sustainable.

But our ambition extends even further. Until 2019, we presented our activities annually in the Bilderberg CSR report. Now, for the first time, we have published this Bilderberg Sustainability Report. This comprehensive report allows us to provide more insight into the results achieved and to reformulate our objectives for the future.

*'Socially responsible entrepreneurship is embedded in
our daily business practices'*

The past two (COVID) years involved many challenges. The continued decline in guest numbers meant that our initial focus was on weathering the crisis. Among other things, this meant that – although it pained us greatly – we had to let some of our staff go in 2020. We were also forced to make choices which were driven by safety for our employees and guests or by cost savings.

Now we have reached a point where we are cautiously looking ahead again. We expect to welcome one million guests by 2022. Our mission is to ensure these guests have an unforgettable stay. With outstanding service, delicious food and authentic hospitality, in a way that contributes to the well-being of guests, employees and the environment. Because we are very aware of the impact our choices have on the planet.

Sustainability is a broad term. From energy consumption to waste processing and working conditions to CO₂ emissions. As much as we would like to, we cannot tackle everything at once. A materiality analysis conducted among our stakeholders provided insight into the issues where we can make a difference. We therefore focus on the following three topics in this report:

- **Our Guests** with a focus on sustainable food and beverage and awareness of sustainability.
- **Our Planet** in looking at our partnerships, sustainable procurement, waste, and CO₂.
- **Our People** for whom good employment practices and community involvement are key.

Together with the Conscious Bilderberg team and the Sustainalize consulting firm, we have formulated for each topic in this report several goals that we want to achieve over the next two to five years.

Taking stock of where Bilderberg currently stands on sustainability, we can safely say that we are already doing a lot, but we sometimes still don't mention it enough. There is also much we can still do and take action on, together with our suppliers, guests and partners. And we're going to do it, too. So that we can welcome our guests with open arms, not only now but in the future as well.

We hope you enjoy reading this report and we look forward to receiving your feedback.

On behalf of all Bilderberg staff,

Arlette Gilbert
CCO of Event Hotels



TABLE OF CONTENTS

2019 - 2021 at a glance	5	OUR GUESTS	15	Governance	43
About Bilderberg	7	1. Food and beverage	16	Appendices	44
Our vision of sustainability	10	2. Sustainability awareness among guests	21		
Our stakeholders and material topics	11	OUR PLANET	24		
Conscious Bilderberg: a sustainable strategy	13	3. Waste and recycling	25		
Our objectives	14	4. Responsible procurement	28		
		5. CO ₂ emissions	31		
		6. Water consumption	34		
		OUR PEOPLE	36		
		7. Good employment practices	37		
		8. Community development	40		

What is Bilderberg doing in terms of corporate social responsibility?
 That's what this report is about. This report contains the results of the years 2019, 2020 and 2021 and outlines our goals and objectives for the next two to five years. This report can be considered a baseline.



2019 - 2021 AT A GLANCE



OUR EMPLOYEES

2019 **849** employees
2020 **1,036** employees
2021 **679** employees



GREEN KEY

Gold certification achieved
for all hotels



THE GOOD ROLL

recycled toilet paper

229 trees saved
6 toilets built in Ghana

OUR HOTELS



11
hotels in 2020/2021
(12 hotels in 2019)

GOOD FOOD



Introduction of a sustainable
dining concept for business guests

Collaboration with Van Eigen Deeg,
Oranjestad, Instock, Too Good To Go

FOOD WASTE



-39% food waste at breakfast

**Food Waste Challenge
Award 2019**



[Our vision](#)

[Our guests](#)

[Our planet](#)

[Our people](#)

ABOUT BILDER- BERG





ABOUT BILDERBERG

Bilderberg is a hotel group with a rich Dutch history. For over 120 years, we have welcomed our guests to the most attractive locations for a relaxing stay or an inspiring business meeting. Personal attention, craftsmanship and a passion for good food ensure that every stay – both leisure and business – is an experience in itself.

OUR LOCATIONS: FROM CITY TO BEACH

Bilderberg's hotels are located in the most extraordinary locations throughout the Netherlands. Right in the heart of bustling cities, hidden in nature, or surrounded by peace and quiet. Besides the 11 Dutch hotels, Bilderberg also has an event venue in the Netherlands and a hotel in Germany (the latter is not included in this report).

OUR PROMISE: CREATE MEMORIES IN EVERY MOMENT

Bilderberg provides a place where special memories are created. Our secret in this respect is attention. Attention to our guests, so that a weekend away becomes a precious memory. Attention to food and beverage, as we aim to exceed expectations with every dish. Attention to our employees, because they deliver what we promise. Attention also to the world around us, so that our future is as rich as our history.

OUR MANAGEMENT

Operational management of the 11 Bilderberg hotels in the Netherlands is handled by Crusader Investments BV, a subsidiary of the German hotel management organisation Event Hotels. First Sponsor and Event Hotels are shareholders of the Bilderberg hotel group.

OUR EMPLOYEES

Bilderberg had an average of 849 permanent and temporary employees in 2019. In 2020 this was 1,063 and in 2021 the number fell to 679.

'Our secret is paying attention to the world around us, so that our future is as rich as our history'



11 hotels in the Netherlands



1 event location



16 restaurants



SAFE STAYS AT BILDERBERG DURING COVID

The well-being of our guests and our employees is our highest priority.
In fact, this topic was more relevant than ever in 2020 and 2021.

The year 2020 will forever be remembered as the year of COVID-19. The hospitality industry is one of the sectors that was hit hardest. For the first time in our 120-year history, we had to close the doors of all our hotels in April 2020 for an extended period.

After reopening in May and June 2020, there were several periods in 2020 as well as in 2021 when the restaurants in our hotels were partially or completely closed. Our main focus during this time was to provide guests with a pleasant stay, one in which the safety of our guests and staff came first. Following the guidelines of the Dutch National Institute for Public Health and Environmental Protection (RIVM), we have been using the following measures since April 2020:

- Public areas are cleaned several times a day.
- Our staff is trained to be alert to the health of our guests and employees.
- Guests are extensively informed in advance of and during their stay, including by e-mail, signs and a welcome letter in the room.
- Disinfectant hand gel is located at various locations in the hotel; we also ask guests and staff to wash their hands regularly.

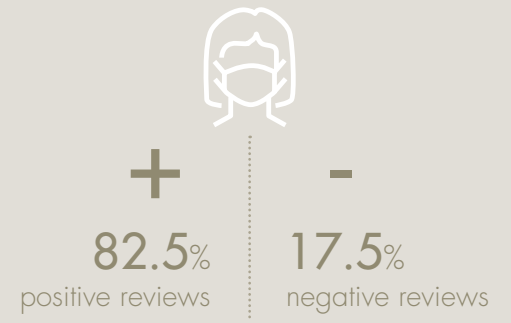
- Walking routes have been implemented in the hotels, and the restaurants and meeting rooms have been arranged more spaciouly.
- During restaurant closures we offer several alternatives, such as lovely breakfast boxes and takeaway meals that can be consumed in the room.
- At the reception area, we have installed a transparent panel.
- Our signature handshake upon arrival has been replaced by a welcoming smile.

'Safety is an essential requirement for relaxation, and a core value that our guests appreciate'

GUEST EXPERIENCE DURING COVID

During the measures in force, we monitored our guests' reactions and experiences through surveys and online reviews. A total of 82.5% of the reviews were positive. Guests indicated that they felt comfortable with the COVID-19 protocol implemented. In particular, the clear communication regarding all rules was seen as very positive.

REVIEWS REGARDING THE COVID-19 PROTOCOL



Source: ReviewPro (Online Reputation Management system)



About Bilderberg

Our guests

Our planet

Our people

OUR VISION





OUR VISION OF SUSTAINABILITY

A sustainable strategy comes to life only when it is anchored in an organisation's mission and vision. Our vision of sustainability is that we have a responsibility to make choices which promote the well-being of our guests, employees and environment. So that guests can enjoy a welcoming stay not only now but in the future as well.

BILDERBERG MISSION

Our mission is to offer our guests an unforgettable stay, characterised by genuine attention, good food and personalised service.

Our hotels, restaurants and event venues are places where people enjoy spending time and where great memories are created. Sincere attention makes all the difference. Attention to the guest staying with us by responding to their needs. Attention to our food so that every meal is a highlight of the day. And attention to our staff, because they make the difference in the guest's experience.

BILDERBERG VISION

We want to provide a place for people to gather and create special memories in a way that contributes to the well-being of guests, employees and the environment.

Sustainability is an important part of the choices we make, in terms of procurement, the well-being of our employees and the awareness of our guests. Because making memories isn't just about preserving something from the past; it's also about ensuring a good future. Only when we treat our planet well can Bilderberg remain a place where beautiful moments are created.

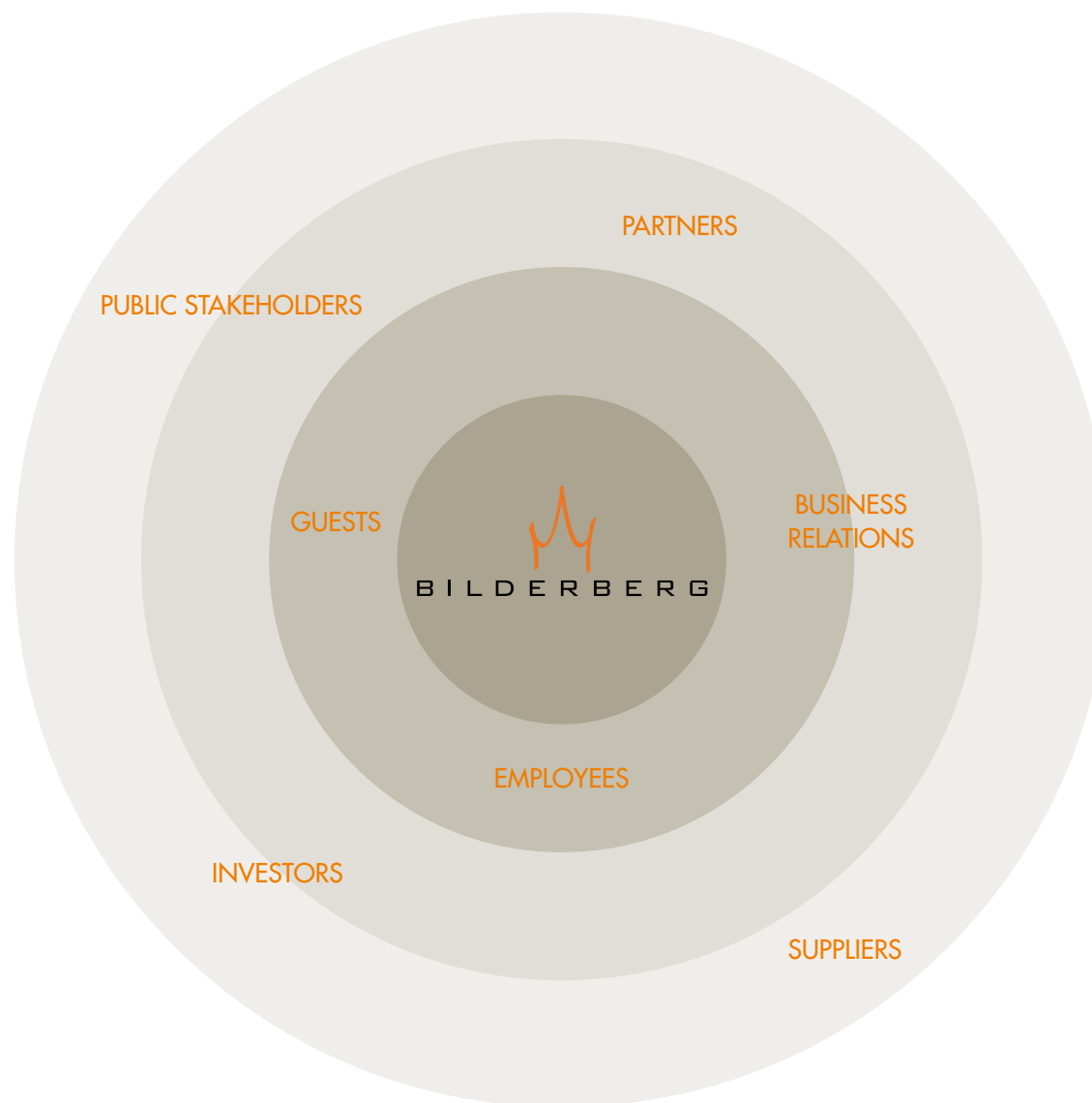
'We create memories that are worth sharing and that future generations will be able to relive'

OUR STAKEHOLDERS AND MATERIAL TOPICS

OUR STAKEHOLDERS

Stakeholders are individuals, groups or organisations that influence, or are influenced by, Bilderberg's choices. Besides guests and business relations, these include suppliers, local residents, investors and, of course, our employees. In order to develop a sustainable strategy, it is important to consider its impact on all parties:

- **Guests:** Individual and business guests who come to our hotel, including for an overnight stay, dinner or business meeting.
- **Business relations:** Organisers of training courses, meetings, events and other (business) stays or gatherings.
- **Suppliers:** Partners in food resources, procurement, energy supply or services.
- **Investors:** Our investors and shareholders, and their affiliates.
- **Partners:** Partnerships with training institutes, tourism organisations, sports organisations and local businesses, among others.
- **Public stakeholders:** Relationships with local residents, the media and interest groups.
- **Employees:** Our employees, working for us with a permanent or temporary employment contract or through a career development path, an internship, or an agency contract.





MATERIALITY MATRIX (2021)

Sustainability is a broad term. To make choices in our focus and objectives, we asked stakeholders which issues they consider important and where they think Bilderberg can make a difference.

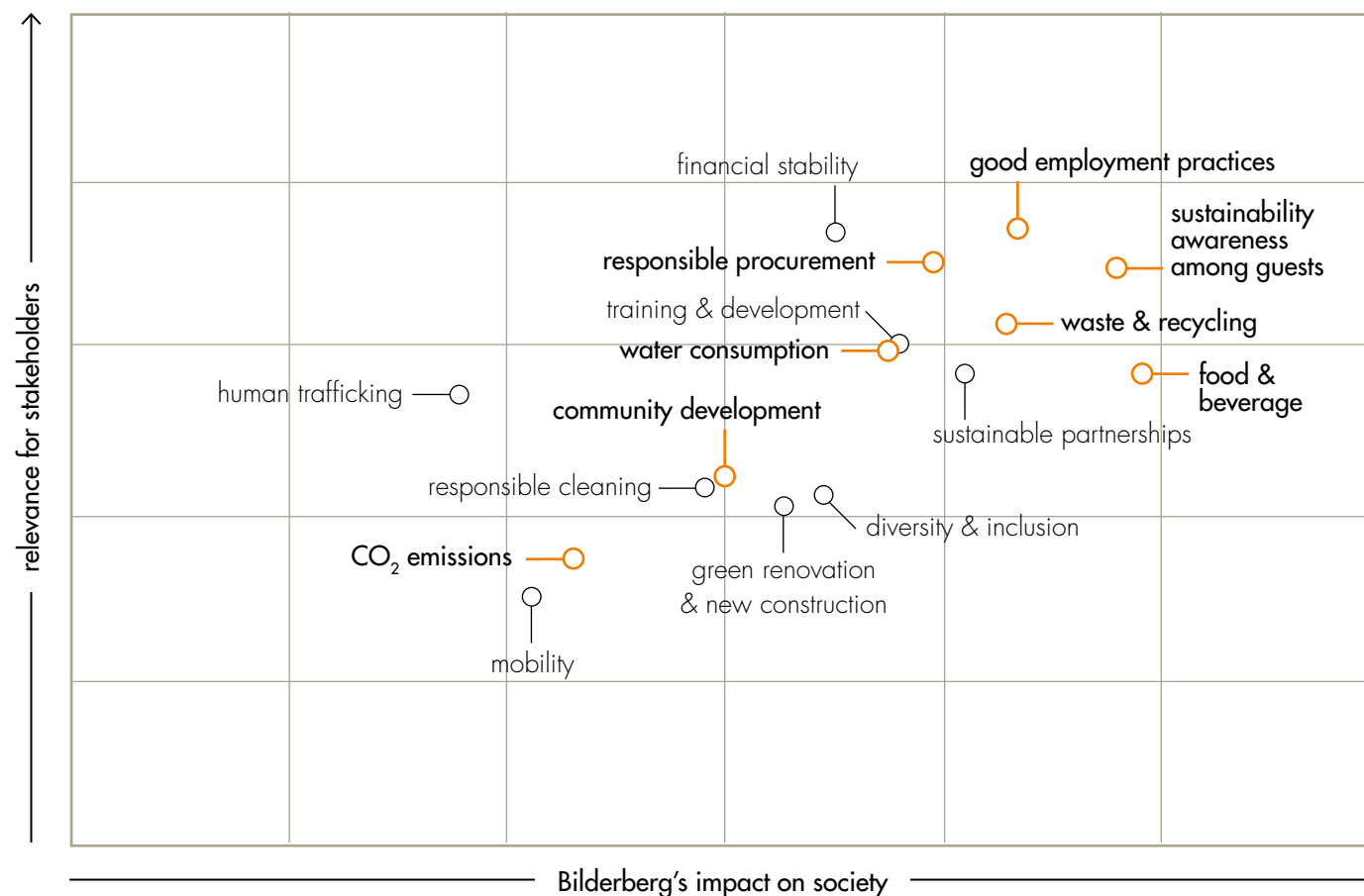
By means of a questionnaire, based in part on the UN sustainability goals, each sustainability topic was indexed by relevance and impact. The materiality matrix shows which topics score highest according to our stakeholders.

The stakeholder group that answered the questions included guests, investors, employees and Bilderberg management. A total of 60 stakeholders completed the questionnaire.

An explanation of the topics is included in the appendix.

'Good collaboration with our stakeholders accelerates our collective positive impact on issues that matter to Bilderberg and its stakeholders'

BILDERBERG MATERIALITY MATRIX


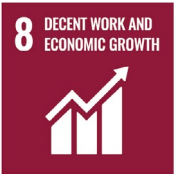





CONSCIOUS BILDERBERG: A SUSTAINABLE STRATEGY

The following topics scored highest in the materiality matrix: employee well-being, sustainability awareness among guests, responsible procurement, food & drink, and waste & recycling. The scores were derived from relevance for stakeholders and impact on society.

The eight topics in the chart (page 12) marked in bold type form the basis of our sustainability strategy. We also see CO₂ emissions as a very material issue. The 2021 United Nations Climate Change Conference in Glasgow showed that more ambitious targets are needed to further reduce global warming. As Bilderberg, we endorse this. For each topic, we have set a goal and measurable targets for the next two to five years.

We have linked our goals to the UN Sustainable Development Goals. The UN drew up its 17 Sustainable Development Goals (SDGs) in 2015. The SDGs, which include poverty reduction, responsible production, climate action and gender equality, are considered the new global sustainable development agenda for 2030.

SDG	APPLIED
	Clean Water and Sanitation Bilderberg is committed to reducing water waste. For example, by encouraging guests and staff to use water consciously. By purchasing The Good Roll toilet paper, we support the construction of toilets, access to clean drinking water and hygiene education in Ghana.
	Decent Work and Economic Growth Bilderberg aims to improve the working conditions in our supply chain. In doing so, we start with coffee and tea suppliers. The price we pay must provide livelihoods for farmers and contribute to the restoration of local ecosystems.
	Responsible Consumption and Production Bilderberg wants to contribute to the goal of reducing food waste by 50% in 2030. In addition, we opt for sustainable production and seasonal vegetables from Dutch soil as much as possible. Our waste policy aims to reduce and recycle waste.
	Climate Action Bilderberg makes conscious choices to reduce CO ₂ emissions. For example, we look at where current systems can be used more economically and, when replacing them, we choose sustainable alternatives.
	Life Below Water Bilderberg ensures endangered fish are no longer sourced. In doing so, we follow the Good Fish Foundation's Fish Guide and exclude red-listed fish.



OUR OBJECTIVES

OUR GUESTS

1. FOOD AND BEVERAGE

Reduce food waste per guest by 20% compared to 2021	2023
Procurement of endangered (red-listed) fish banned	2022
At least 4 vegetable dishes on the menu	2022
50% of vegetables from Dutch soil	2023
50% of vegetables are in season	2023
Coffee and tea is sourced directly and ethically	2023

2. SUSTAINABILITY AWARENESS AMONG GUESTS

Publish sustainability reports every 2 years	2024
Uniform communication structure for informing guests	2022
Green Key Gold certification is communicated in the hotels	2022
Every employee is trained in sustainability	2023

OUR PLANET

3. WASTE AND RECYCLING

Guests can separate waste in public areas	2022
Plastic waste (kg) is reduced by 20% compared to 2019	2024
80% of plastic packaging purchased is recyclable	2025
Landfill waste reduced by 30% compared to 2019	2030

4. RESPONSIBLE PROCUREMENT

Procurement policy is refined based on sustainability targets	2022
All suppliers sign sustainability declaration	2023

5. CO₂ EMISSIONS

Full CO ₂ emissions are transparent according to SBTi	2022
CO ₂ emissions are reduced by 25% compared to 2019	2023
20% of energy-consuming systems are replaced	2026

6. WATER CONSUMPTION

Insight into water consumption through real-time measurement	2022
Employee awareness action plan is implemented	2022
Water consumption is reduced by 20% compared to 2019	2024

OUR PEOPLE

7. GOOD EMPLOYMENT PRACTICES

Draft an action plan based on Employee Engagement Survey	2022
Absenteeism rate is maximum 5.8%	2022
Draft a sustainable employability policy	2023
Train prevention officers and confidential advisers annually	2022
Update Hazard Identification and Risk Assessments (HIRAs)	2022
Annual employee training in dealing with inappropriate behaviour and aggression starting in 2022	2023
Turnover rate is maximum 48%	2022

8. COMMUNITY DEVELOPMENT

Support 2 community projects annually as a hotel group	2022
1% of staff are employees who are distanced from the labour market	2023



About Bilderberg

Our vision

Our planet

Our people



OUR GUESTS



1. FOOD AND BEVERAGE

From a good cup of coffee during a business meeting to a culinary five-course dinner during a weekend getaway: nearly every guest at our hotels will eat or drink something. Food and beverage is therefore a subject close to our hearts and one in which we can make a big difference as a hotel chain.

Food waste has been an important topic at Bilderberg since 2019. One-third of food produced worldwide is wasted. In the Netherlands, 2 billion kilograms of food are thrown away every year ^[1]. Of this, 14% is accounted for by the hospitality industry, according to research conducted by Rabobank. We want to reduce our share of this and waste 50% less food per guest in 2030 compared to 2021.

'Food and beverage is the topic where we as a hotel group can make an impact'

Malou van der Burgt,
Manager
Bilderberg sustainability



OBJECTIVE

We serve delicious food based on a sustainable supply and a fair price for the producers. We put products grown in Dutch soil on the menu and we cook with seasonal products. By sourcing intelligently and processing products efficiently, we reduce food waste in our hotels.

KPIS

- Reduce food waste per guest by 20% in 2023 compared to 2021.
- Commitment to achieve Sustainable Development Goal 12.3: 50% less food waste per guest by 2030.
- Endangered fish are banned from 2022.
- At least 4 plant-based dishes will be on the menu starting in 2022.
- 50% of vegetables purchased will come from Dutch soil by 2024.
- A seasonal guide will be followed for 50% of vegetables by 2023.
- By 2023, coffee and tea will be directly and ethically sourced.

[1] Source: Monitor Voedselverspilling Update (Food Waste Monitor Update) 2009-2018



ACTION PLAN

Food waste

To understand our food waste, Orbisk's automated food waste monitor has been monitoring discarded food 24/7 in four hotels since September 2021. From a baseline measurement, we will set interim targets and put an action plan in place. A first measurement will follow in 2022 and the reduction in food waste will become transparent. Once the first measurement has been completed, the four monitors will be moved to four subsequent hotels. This way, all our hotels will have had a registration period by the end of 2022.

Plant-based

The kitchen teams will provide multiple plant-based choices for lunch, snacks and dinner, as is already largely the case. To measure a percentage of plant-based food, we need the help of our wholesalers. Systems are not currently set up for this. We will enter into discussions with them to ensure that this is worked out by 2025. As soon as they specify the animal to vegetable ratio, we will take the appropriate action.

Local

The first step for sourcing local produce is to clarify the origin of vegetables. We do this in cooperation with our current suppliers. We ask suppliers to provide the country of origin so that we can document this in a monthly report. This is a requirement when selecting new suppliers. We aim to have this transparent by 2024.

Season

We prefer to buy vegetables when they are in season. Not only because of the better taste, but also because growers use less energy for seasonal vegetables. We follow the seasonal guide in this respect. When selecting a local supplier, one of our conditions is that they only grow seasonal vegetables. We also make a selection of vegetables that we use throughout the year.

Transparency

We want to make our chain transparent. In this vein, we want to know not only whether products are produced responsibly, but also what happens in the intermediate steps. In doing so, we want to prevent the exploitation of people, ensure that everyone's livelihoods are met, and know whether there is room to invest in quality and the improvement of ecosystems. In particular, we want to empower farmers, for example by working directly with them, so that the food chain becomes shorter and the food system more sustainable. We will start with an evaluation of our coffee and tea. Our guiding principle is to partner in 2023 with a party committed to these specific goals. We are looking for a long-term and sustainable collaboration, with the supplier ensuring that the price is agreed with the farmers themselves.

Fish

We will ask our fish supplier to stop making the red-listed fish — according to the Good Fish Foundation's Fish Guide — available to our chefs, so that this fish will not appear on our menus. The Fish Guide uses a traffic light system with the colours green, orange and red. Among other things, the origin of the fish and the technique used

to catch or farm it determines which colour the fish is given. The ratings are based on scientific data from the World Wildlife Fund, Fishbase, and the UN Food and Agriculture Organization.

ACCOUNTABILITY 2019 – 2021

- ✓ *We apply sustainable procurement rules for coffee and fish, among others*
- ✓ *97% of purchased fish is approved according to the Fish Guide*
- ✓ *At least four vegetarian dishes offered at dinner*
- ✓ *Dutch products are at the breakfast buffet*

Sustainable procurement

Because we did not or not fully track how much local or seasonal products we purchased in 2019-2021, it is not possible to report on this target. However, since the introduction of Conscious Bilderberg, there has been a focus on sustainable procurement. In 2019, 2020 and 2021, for instance, we bought UTZ-certified coffee, among other purchases. Since 2019, we have also been putting together dishes that are not only filling but also nourishing.



Kitchen

Each kitchen has a minimum of four vegetarian dishes available at dinner and two available at lunch. Breakfast includes at least two plant-based dairy products, and the wine list includes an organic red wine and an organic white wine. What's more, the Bilderberg breakfast features various Dutch products, such as jams from TLANT. They work with local farmers to obtain honest and natural ingredients. Together with Zorgboerderij De Laarhoeve (Care Farm De Laarhoeve), they offer a nice workplace for people with and without mental disabilities. Since 2009, our lunch buffet has been arranged according to the model: salad, sandwich, juice, soup, sweets and snacks. Vegetable-rich salads and/or hot vegetables are offered in every hotel.

Procurement of fish

In 2019-2021, about 3% of our sourced fish had a red label.

LESS IS MORE: THE FIGHT AGAINST FOOD WASTE

We have been consistently paying attention to food waste at Bilderberg since 2019. This started with our participation in the Food Waste Challenge, where we manually measured breakfast waste. After winning the Challenge, combating food waste has remained a key focus for us. We started the automated measurement of food waste in 2021, using the Orbisk monitor.

*'We connect our guests
and staff with good
food and beverages;
it's too important to waste'*

Winner of the Food Waste Challenge

In 2019, Event Hotels participated along with a number of Bilderberg hotels in the Food Waste Challenge, an initiative of Stichting Samen Tegen Voedselverspilling (Together Against Food Waste Foundation), Rabobank and WasteWatchers, among others. The aim of the challenge was to challenge hospitality operators to waste less food. Our goal was to reduce food waste at breakfast. We started with a manual measurement to understand how much edible food was thrown away at breakfast. This created awareness among the kitchen team and gave rise to practical solutions. From then on, we employed intelligent procurement practices, filled the buffets less lavishly and put up signs to make guests aware of waste. With all this, we managed to reduce waste at breakfast at all our hotels by an average of 39%. Bilderberg Hotel De Bovenste Molen made the biggest progress of all participating hospitality operators with a reduction of no less than 76%, winning the national Food Waste Challenge.

Food surplus

In early 2019, we launched a partnership between several Bilderberg hotels and Too Good To Go. This organisation helps us find a good use for the sweet rolls left over from breakfast. Through the Too Good To Go app, neighbours can collect a "magic box" filled with the leftover rolls at the hotel. However, we had to pause this collaboration due to COVID-19. In addition to Too Good to Go, we also work with the Food Bank. This includes occasional food surpluses that occur, for example, when hotels are suddenly closed, such as during the COVID pandemic. In these cases, we donated to the Food Bank the food inventory we could no longer keep.

We also actively help prevent food waste at other places in the food chain, such as at producers. Hotel De Bilderberg, for example, launched a partnership with Instock in 2020. Instock offers surplus and imperfect products — from vegetables to fish — to our chefs so that they can prepare a delicious meal from them.

See also:

[Food waste challenge: Bilderberg tackles food waste](#)



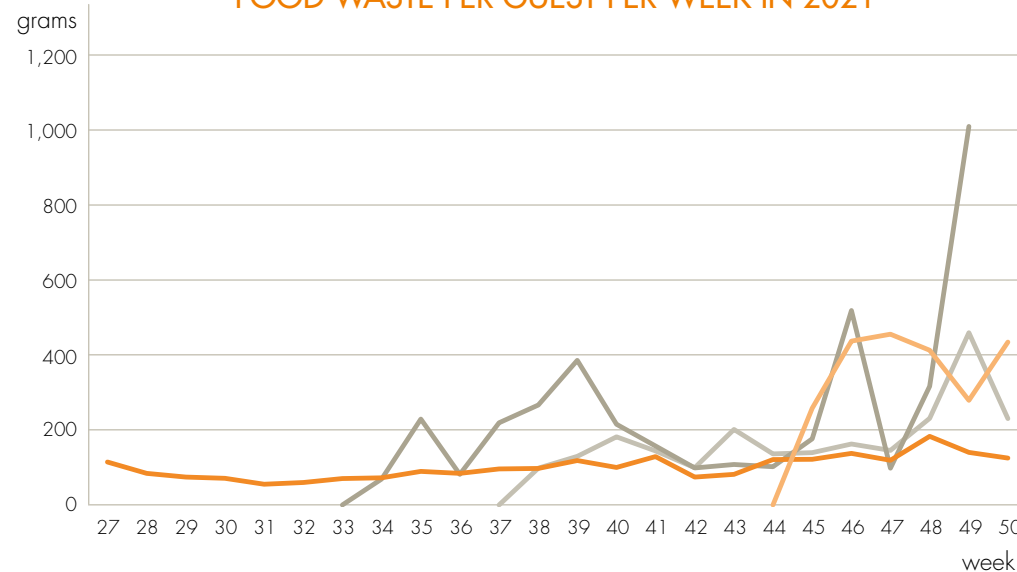
Orbisk

In 2021, four of our hotels conducted a baseline measurement using Orbisk's monitor. The hotels started at different times. Conclusions we can draw to date:

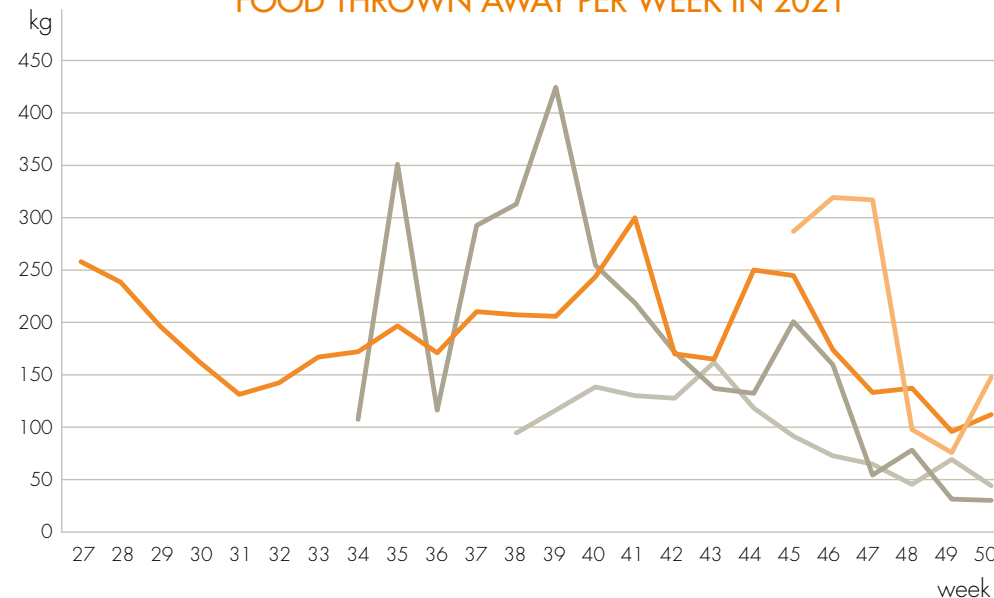
- The average waste per place setting ranges from 101 to 379 grams per guest.
- The high peak at Hotel De Bilderberg and Kasteel Vaalsbroek at the end of November can be explained by the stricter measures, as a result of which much expected business was cancelled.
- With a low number of guests, relatively most is thrown away.
- The wasted food is weighed by the scale under the bin and photographed via a scanner suspended above the bin. We found that staff are not yet scanning all the waste. Therefore, the first target for Q2 in 2022 is to reach 80% scanned waste, so that we can identify the most discarded food categories.



FOOD WASTE PER GUEST PER WEEK IN 2021



FOOD THROWN AWAY PER WEEK IN 2021



[CASE]

DELICIOUS & FAIR: GOOD FOOD AT BUSINESS MEETINGS

If you're staying at one of our hotels for a training course, conference or meeting, then meals are very important. After all, these are the times to re-energise and connect with each other. In 2020, we introduced Heerlijk & Eerlijk (Delicious & Fair) at Bilderberg: a new dining concept for the business market.

A CHANGING MENU

Every six weeks, our chefs create a new, seasonal weekly menu, with each weekday having its own theme: connecting with each other, connecting with the environment, connecting with the world and connecting with yourself. Instead of offering a daily lunch buffet, we now serve a shared lunch or a served dish for three days. This allows us to reduce food waste. Furthermore, we cook from head to tail as much as possible, process leftover vegetables and choose fish that is considered by-catch. We also offer a nice dish with vegetables in the starring role every week, with guests optionally choosing meat or fish to go with it.

LOCAL SUPPLIERS

Within Delicious & Fair, we work with new suppliers who produce locally and sustainably. For a collaboration, Bilderberg visits the supplier to see first-hand how the product is created. And that's exactly what happened with Farmer Johan van Oranjevoen. His chickens get plenty of light and living space and are fed with the residual streams and herbs from his fields. Because the chickens are fed lots of beetroot and carrots, they have a beautiful orange colour and their rich diet means antibiotics are unnecessary.

DELICIOUS LUPIN

The lupin bean, also known as the golden bean, deserves a special mention on the menu of Delicious & Fair. The Delicious Lupin! (Lekker Lupine!) initiative introduced us to farmer André Jurrius, who grows the bean in the Netherlands. The bean is packed with good protein, minerals, as well as vitamins and fibre. Its beautiful blooms attract many bumblebees and other insects, which is good for biodiversity. The dishes Chef Ugi Stanišič prepares include hot bell peppers stuffed with lupin chilli sin carne, with a salsa and seaweed chips. Hotel De Bilderberg was the first hotel to introduce Delicious & Fair in 2020; meanwhile, it is being rolled out to the other Bilderberg hotels.



Local
produced
as much as possible
in Dutch soil



Seasonal
fresh seasonal
products



Sustainable
as little waste as
possible and
of sustainable origin



Transparent
clarity about
the product, the producer
and the preparation





2. SUSTAINABILITY AWARENESS AMONG GUESTS

At Bilderberg, we believe it is important for our guests to enjoy a clean and healthy living environment. We take responsibility for the daily choices we make in this respect. We also feel a responsibility to create awareness among our guests. By telling our guests about what we do in a positive and subtle way, also known as “nudging”, we encourage them to also make sustainable choices themselves — choices that contribute to their own well-being and to the environment.

'Telling guests what we do as well as encouraging them to make sustainable choices during their stay – that's our goal'

Anne-Marie van der Weerden,
Bilderberg Green Key Coordinator
and Service Manager at
Hotel De Bovenste Molenl and
Château Holzmühle



OBJECTIVE

Our aim is for everything during our guests' stay at our hotel to contribute to the well-being of the guests themselves and the environment. We are transparent about what we do and don't do in terms of sustainability and we encourage our guests to make conscious choices during their stay.

KPIS

- Every two years, we report our activities and results in a sustainability report, published on Bilderberg.nl.
- From 2022, we will use a uniform communication structure related to sustainable business practices to inform and activate guests.
- Our Green Key Gold certification is communicated in the hotels via in-house communication and on Bilderberg.nl.
- From 2023, every employee will receive training on sustainable business practices at Bilderberg with the aim of increasing sustainability awareness among employees and guests.



ACTION PLAN

Active involvement

We can only achieve our sustainability goals with the help of our guests. This is why we actively involve our guests in our sustainability activities. In doing so, we use a unified communication structure so that our story is told in a clear, consistent way — both in the hotels and in our communications.

Waste separation

A good example is our aim to separate waste properly so that waste flows can be recycled. The important thing is to make this as easy as possible for our guests. Through clear communication and instructions, we encourage our guests to do this with us as carefully as possible.

Guest survey

It is important to strike a good balance between quality and sustainability. We do this by asking our guests about their experiences in an accessible way. After each stay, guests receive a guest survey by e-mail which asks what could be improved.

Plan of action

In 2023, we will draw up and implement an action plan with the aim of bringing sustainability to the attention of every employee so that awareness is created on a daily basis. By this we mean awareness of the actions Bilderberg takes as an organisation and awareness of what each person can contribute individually.

ACCOUNTABILITY 2019 – 2021

- ✓ *Green Key Gold achieved by all hotels*
- ✓ *Collaboration with The Good Roll for sustainable toilet paper*
- ✓ *Wall of Fame honours local and sustainable producers*

Transparency

Creating sustainability awareness among guests requires transparency: telling them what you're doing and why. One of the initiatives which is immediately visible to our guest is the Green Key (Gold) eco-label. The label is permanently visible at the entrance of the hotel and the guest information clearly explains what it means.

Encouragement

We are constantly looking at how we can encourage guests to contribute to our sustainability goals. While participating in the Food Waste Challenge, we encouraged guests, through a sign at the buffet and on each table, to serve themselves small portions more often instead of a one-off large quantity. This message contributed significantly to reducing food waste at breakfast.

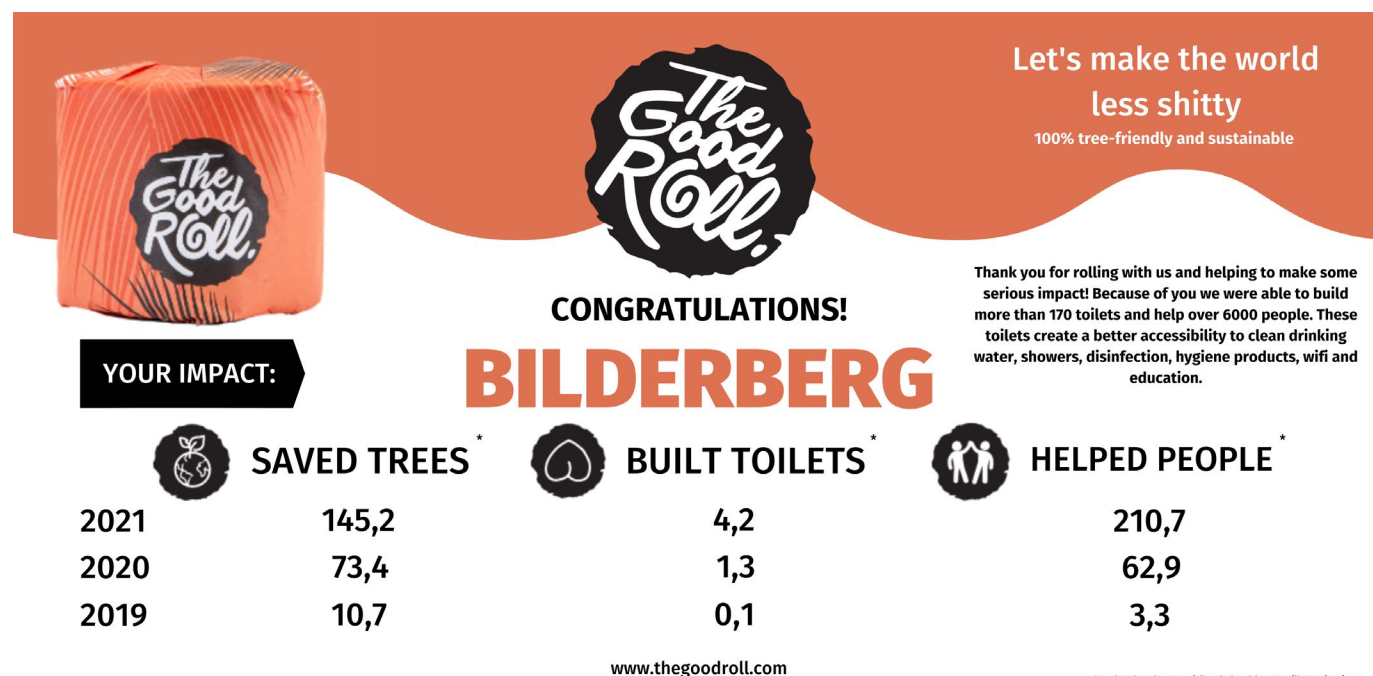
With the Delicious & Fair business concept, we showcase the suppliers who provide us with sustainable and tasty products. The first *Wall of Fame* featuring the producers of our food is displayed in Hotel De Bilderberg. The posters show the face or product of the producers; the accompanying story can be read via the QR code.



The Good Roll

We've been using toilet paper from The Good Roll in all hotel room bathrooms since September 2019. The Good Roll is toilet paper made from recycled paper, thus avoiding the unnecessary felling of trees. Packaging and shipping is done by people who are distanced from the labour market. Fifty per cent of profits go towards building toilets in developing countries, especially in Africa.

The Good Roll Foundation helps provide clean drinking water and sanitation facilities. Thanks to the partnership between Bilderberg and The Good Roll, 229 trees were saved, six toilets could be built in Africa, and 277 lives were improved — in the period from September 2019 to December 2021.



Green Key Certification

All Bilderberg hotels carry the Green Key certificate since 2011. Green Key is the international sustainability label for tourist and business accommodations. Among other actions, businesses with Green Key certification are proven to use electricity and water sparingly, are frugal with laundry, and use environmentally friendly cleaning products. There are three gradations within the Green Key certification: bronze, silver and gold. All Bilderberg hotels carry the gold certificate. To obtain Green Key certification, an accommodation must meet a number of mandatory standards in the following 12 areas:

1. Management
2. Communications
3. Community involvement
4. Water
5. Cleaning
6. Waste
7. Energy
8. Construction and greenery
9. Mobility
10. Food and beverage
11. Sustainable procurement
12. Textiles

The Green Key programme is managed by the [Foundation for Environmental Education](#) and is implemented in the Netherlands by the [Stichting KMVK](#) (Stichting Keurmerk Milieu, Veiligheid en Kwaliteit, or Environmental, Safety and Quality Label Foundation). A third party with independent inspectors, [Groen Belicht](#), carries out the inspections. They inspect on site and approve documentation in the online Green Key system to which each participant has access.



About Bilderberg

Our vision

Our guests

Our people



OUR PLANET



3. WASTE AND RECYCLING

In 2019, our hotels collectively produced 1 million kilograms of waste per year. That is roughly the weight of 25,000 made-up hotel beds. Waste is delivered to our waste management partner in separated condition as much as possible. But this is not always successful: for example, if the waste consists of different materials or if the sorting has not been done correctly.

In 2021, we started discussions with our waste processor, our suppliers and the KIDV (Knowledge Institute for Sustainable Packaging). We increasingly see that waste is not waste but instead a basis for a subsequent product. Our objective is to reduce the use of plastic and to improve sorting for recycling. By working intensively with our suppliers and waste partners in the coming years, we aim to gain insight into the materials we buy and how best to separate materials. Our goal is for the waste processor to eventually be able to utilise 90% of waste streams.



OBJECTIVE

Our goal is to see waste as the basis for a subsequent product. Bilderberg wants to reduce waste from packaging and encourage recycling.

KPIS

- By 2022, guests will be able to separate waste in all public areas.
- By 2024, plastic waste (kg) is reduced by 20% compared to 2019.
- By 2025, 80% of plastic packaging purchased is recyclable.
- By 2030, landfill waste is reduced by 30% compared to 2019.

'Waste is not waste, but the basis for a subsequent product. By working together with our waste partners, we can separate, recycle and utilise our waste even better'

Edwin van Velsen,
General Manager
Hotel De Bovenste Molen
and Château Holtmühle





ACTION PLAN

Plastic

To reduce plastic use by 20% in 2024, we will start in 2022 with a baseline measurement of guests' plastic consumption during their stay. This includes shampoo bottles and disposable packaging, for example. This baseline measurement will allow us to see where we can reduce plastic use and how we can better separate it for recycling.

PET bottles

We will separate PET bottles from the regular plastic. We will also engage with our suppliers to reduce the use of plastic as packaging material or replace it with recycled plastic (provided it complies with hygiene legislation).

Disposable products

Disposable plastic products such as straws and stirrers have been banned by law since 2021. In addition, we will replace all single-use plastics (SUP) that we offer our guests with sustainable alternatives as soon as they are available from our suppliers. In 2024, we will also focus on SUP products consumed by our employees, such as food packaging and textile protection. We will measure the result by isolating in the procurement statistics the SUP items we used in 2019 and comparing them with the procurement statistics of the coming years.

Weight reduction target

By reducing the use of plastic and pursuing the circular approach, we aim to achieve the target of '20% weight reduction in plastic by 2024'.

'We've been gradually using alternatives to disposable plastic products since 2020'

Waste recycling

By 2022, we want to understand the current waste streams as well as ways to improve our waste separation, with the goal of 90% to 100% of the waste stream can be recovered by the waste processor.

Public spaces

Guests will be able to separate their waste in public areas by 2022. In all public areas, we will place rubbish bins that make it easy to sort waste. In an initial pilot, we will test which form of communication works best to encourage as many guests as possible to actually sort their waste. In 2025, we will also separate waste this way in meeting rooms and then in the guest rooms.

ACCOUNTABILITY 2019 – 2021

Disposable products (SUP)

In 2021, disposable plastic products such as straws and stirrers were banned by law. We have gradually been using alternative products, such as wooden stirrers, since 2020. In addition, legislation on recycling small PET bottles came into force in July 2021. Since July 2021, these bottles have been collected separately in all hotels and picked up by wholesalers so that they can be recycled.





Urgency Analysis

In 2021, an Urgency Analysis regarding packaging was conducted among our employees. A total of 87 colleagues, from the hotels as well as the headquarters, participated in the survey. The topics that were deemed most important for the future of Bilderberg were:

- Less waste (45.98%) (40 responses)
 - Less plastic (50.57%) (44 responses)
- * Multiple answers were possible.

WASTE STREAMS

PROCESSED TO:

	2019	2020	2021	 Raw material	 Green energy	 Grey energy	 Residue
Waste / Residual waste	49.11%	51.86%	59.97%	5%	36%	37%	22%
Swill food waste	21.46%	18.09%	11.47%	82%	18%	0%	0%
Glass	15.82%	16.91%	6.03%	98%	0%	2%	0%
Paper / Cardboard	10.38%	10.43%	7.91%	79%	8%	8%	5%
Confidential paper	1.25%	1.08%	0.86%	84%	16%	0%	0%
Foil & Film / Plastics	0.60%	0.51%	0.66%	86%	2%	12%	0%
Mattresses	-	0.50%	0%	95%	0%	0%	5%
Fats	0.51%	0.49%	11.18%	90%	4%	4%	4%
Electric/electronic waste	-	0.07%	0.25%	76%	22%	2%	0%
Hazardous waste	0.11%	0.04%	0.87%	80%	0%	0%	20%
Construction & Demolition	-	0.02%	0.26%	50%	33%	16%	1%
Other	0.76%	0.00%	0.53%				

4. RESPONSIBLE PROCUREMENT

A conscious procurement policy is perhaps the most important condition for achieving Bilderberg's objectives and ambitions with respect to sustainable business practices. Awareness provides the framework for our choices in the daily procurement of goods, services and products. In doing so, we seek a deal that is beneficial to our planet, our suppliers, our guests and ourselves.

We have long had a sustainability policy in our procurement terms and conditions. For example, we ask our suppliers to sign a sustainability declaration. By refining our procurement policy based on the objectives in this report, we can take this a step further.



OBJECTIVE

Our sustainable procurement terms and conditions provide a framework for Bilderberg's sustainability goals and ambitions. Based on these conditions, we want to refine our procurement policy. We want to conclude new agreements with our suppliers to achieve a procurement policy that is good for our planet, our suppliers, our guests and ourselves.

KPIS

- Refine the procurement policy based on sustainability targets, in 2022.
- A renewed sustainability declaration has been signed by all suppliers, by 2023.

'A sustainable procurement policy brings everything together: purchasing at a fair price, transparency about the origin of products, and choices that are beneficial for the planet, people and the organisation'

Ronald Slomp,
General Manager
Hotel De Bilderberg





ACTION PLAN

Procurement policy

In 2022, Bilderberg will integrate the new sustainability ambitions and goals into its existing procurement policy. To this end, current procedures and conditions for each product group will be reviewed so that we can set specific and relevant conditions. The procurement procedures will be defined for each hotel so that there is clarity on what can and cannot be purchased. The procurement manual lists the responsible employees with regard to sustainability. The renewed procurement policy will form the basis for any collaboration with suppliers from the end of 2022.

'In 2022, we want to serve coffee that has been directly as well as ethically sourced'

Transparency report

We will request an annual transparency report from our key suppliers. This will show what percentage of the price actually goes to the producer. Should this not be as agreed, Bilderberg will initiate discussions with the supplier and, if necessary, consider no longer buying the product.

Fair pricing

Bilderberg wishes to increase the number of fair pricing and ethical products each year compared to 2019.

Sustainability declaration

In 2022, we plan to draw up a renewed sustainability declaration reflecting the objectives discussed in this report. When we are in contact with new or current suppliers, we will include the new terms immediately in our negotiations. In 2023, we will ask all current suppliers to sign the sustainability declaration. We will monitor compliance with the declaration by means of regular audits.

Food chain transparency

By 2025, we want to have explored the route to transparency in the food chain, looking beyond certification. In our opinion, the most important condition for collaboration is that the producers of our food and beverages receive a fair price and that the business practices are ethical. When choosing new products, we will select based on these criteria.

Explanation of procurement criteria

Sustainability certifications seem to be a solid way of determining whether a product meets our sustainability requirements. However, we don't base our choices solely on the presence of a sustainability certificate. There are many certificates in existence, but some of them are mainly commercially driven. As a result, a product can have a Fair Trade Label even though fair pricing is not used, so the producers still earn less than the minimum. For our procurement policy, this means that a product does not have to have a sustainability certificate as long as it meets the criteria of sustainable and/or responsible production. Even if a product does have a sustainability certificate, we ask critical questions. All procurement choices will therefore be reviewed by the CSR officers before being approved.

Equal opportunities

When selecting new suppliers, we want to give all parties an equal chance, regardless of the company's size or how long it has existed. We believe it is important that a long-term collaboration is sustainable, with both interests being properly represented, both from the financial and the community standpoint. This also prevents the supplier from being (too) dependent on us or we on the supplier.



ACCOUNTABILITY 2019 – 2021

Procurement policy

The procurement policy in recent years has mainly focused on certified products and materials, taking into account the Green Key guidelines. One example is the EU Eco-label for bathroom soap. In addition to certified products, we prefer regional products. This guideline has been fully incorporated into the Delicious & Fair concept.

Reducing packaging material

In recent years, we have developed guidelines to reduce packaging materials. Among other things, we have minimised mono-packaging in meat products, cheese, yoghurt and muesli. In 2019, we introduced a new breakfast concept where muesli, yoghurt and jam are no longer packaged individually.

COVID-19

In 2020 and 2021, COVID-19 forced us to serve our food and beverages differently than we would have liked. For example, we were forced to serve breakfast portioned and packaged in the guest rooms during these periods because the restaurants were closed. During periods when we were allowed to have a buffet, we decided from a hygiene point of view to offer guests a disposable glove for serving themselves food and beverages. Due to these measures, we used more packaging than usual.

5. CO₂ EMISSIONS

Although CO₂ emissions did not emerge as the most important topic for our stakeholders in the materiality analysis, we chose to include them in our sustainability strategy nevertheless.

This is because CO₂ emissions have an influence on many factors. In addition, there are plenty of steps we can still take to reduce our CO₂ emissions, especially in the area of heating systems and electrical equipment. One important step for this is obtaining more insight into consumption and calculating the number of kilograms of CO₂.

'CO₂ emissions have an influence on many factors. Especially when it comes to systems, we can still optimise and invest in order to reduce our emissions'

Harold Lam,
Property Manager
Event Hotels Netherlands



OBJECTIVE

Bilderberg wants to chart the route to a CO₂-neutral stay. In the short term, we will implement several quick wins to save energy; in the long term, we will replace systems.

KPIS

- In 2022, obtain insight into CO₂ emissions according to Science Based Targets (SBTi).
- Reduce CO₂ emissions from our hotels by 25% in 2023 compared to 2019.
- Replace 20% of our existing energy-consuming systems with sustainable, energy-efficient systems by 2026.



ACTION PLAN

Insight

In 2022, we aim to increase our understanding of energy consumption. We will do this partly by adding a comparison based on degree days, because the outside temperature affects the energy consumption of the hotel and guests. We also add factors such as the number of meeting rooms and the average square metres of guest rooms. Consumption is also converted into CO₂ emissions.

Reduction in CO₂ emissions

To reduce CO₂ emissions, our primary focus is on the energy-consuming systems in our hotels. Indeed, this is where the largest gains can be made.

Awareness

In the short term, employees will be made more aware of energy consumption.

Quick wins

A number of quick wins can be achieved with the existing systems. One example of this is converting the lighting in hotels to night lighting, which reduces energy consumption at night. Using more economical settings by default is another good example. For each hotel, we will examine what the current standards are and where gains can be made.

Investment

Investing in new equipment with lower CO₂ emissions will have the most impact. Three factors will be considered during the procurement of this equipment: energy savings, investment costs and guest comfort. Wherever possible, the most sustainable option will be chosen. Replacing systems in phases requires a major investment and is thus a long-term goal.







*'By converting the lighting
in the hotels to night lighting,
we will consume less
energy at night –
that's a quick win'*



ACCOUNTABILITY 2019 – 2021

At Bilderberg, we measure the consumption of gas and electricity per guest per night. Due to COVID-19, we saw a sharp increase in both electricity and gas consumption per guest night in 2020 and 2021.

In both years, there were several periods when there was a sharp drop in the number of guests due to COVID-19. Each hotel has a base consumption regardless of the number of guests, so with fewer guests the consumption per guest increases. Of course, hotels have taken measures to minimise energy consumption, such as sealing off corridors and parts of hotels. Yet — especially at hotels which have had long-term closures, such as Bilderberg Garden Hotel and Bilderberg Parkhotel Rotterdam — we see a sharp increase in consumption per guest per night.



Gas and electricity consumption per guest per night	2019		2020		2021	
	 m ³ of gas	 kWh electricity	 m ³ of gas	 kWh electricity	 m ³ of gas	 kWh electricity
Europa Hotel Scheveningen	3.41	11.64	4.47	16.00	5.49	16.44
Garden Hotel	1.98	14.29	6.53	48.52	5.03	43.61
Grand Hotel Wientjes	3.84	15.75	5.49	21.34	5.37	19.14
Hotel 't Speulderbos	4.97	12.92	6.57	15.19	6.46	13.95
Château Holtmühle	0*	51.06	0*	51.18	0*	56.28
Hotel De Bovenste Molen	5.53	15.03	4.65	17.91	4.43	18.55
Hotel De Keizerskroon	4.37	18.69	3.11	21.37	6.13	25.46
Kasteel Vaalsbroek	4.24	18.47	4.51	21.82	6.11	26.05
Parkhotel Rotterdam	0.22	14.82	0.25	35.24	0.18	24.13
Résidence Groot Heideborgh	7.68	9.42	6.88	19.00	6.28	27.06
Hotel De Bilderberg	3.74	14.51	4.49	16.16	5.49	16.88

Gas consumption in kg CO ₂		3,207,677		2,395,934		2,577,049
Electricity consumption in kg CO ₂			4,613,577		3,752,886	3,992,982

* Château Holtmühle does not use gas

Our hotels use gas and electricity. We convert both to the number of kilograms of CO₂ and adjust our actions accordingly.

1 kWh of grey electricity = 0.56 kg CO₂

1 m³ of grey gas = 1.89 kg CO₂



6. WATER CONSUMPTION

On average, our hotels consume 9,505 m³ of water per year (in 2019 and 2020). Partly based on Green Key, our focus has long been on reducing water consumption. In doing so, we distinguish between the water consumed by our guests and the water used in hotel operations. By raising awareness on both fronts, we can achieve even greater savings and thus reduce water consumption per guest per night.

*'A lovely shower,
a heated swimming pool,
a clean hotel: water plays
a major role in our guests'
experience. Precisely by saving
where we can, water can
continue to fulfil this role'*

Johan Huijbers,
Property Manager
Event Hotels Netherlands



OBJECTIVE

We aim to save 20% of our current water consumption by 2024. We will achieve this partly by monitoring our water consumption 24/7 in order to gain insight into savings opportunities.

KPIS

- Real-time reporting of water use in 2022.
- By 2022, draft and implement an action plan for awareness of water consumption by employees and guests.
- By 2024, reduce water consumption by 20% compared to 2019 by applying water-saving solutions.

ACTION PLAN

Guest awareness

A key component in saving water is awareness among our employees and guests. For example, we have been asking our guests for years to place only the towels that need to be washed on the floor in order to avoid unnecessary washing of towels. We want to continue encouraging our guests to reduce the unnecessary use of water. We do this by helping them understand the environmental impact of their consumption. In 2022, we will explore how best to motivate guests in this respect.


Employee awareness

We will train our staff on how to spot savings opportunities. In fact, there is still plenty of water to be saved on the operations side as well, such as by turning on the dishwasher only when it's full. To get this off to a good start, we will organise a knowledge session for employees and then draft an action plan from there.

Water-saving solutions

We will use innovative products for kitchens and bathrooms to achieve our goals. For instance, when replacing bathrooms, we want to include water-saving taps and toilets as standard in the plans. In 2022, we will draw up specifications for remodelling or renovating bathrooms and kitchens based on water-saving solutions. The water and energy savings will be calculated by default.

ACCOUNTABILITY 2019 – 2021

Water consumption per guest per night in m ³	2019	2020	2021
Europa Hotel Scheveningen	0.24	0.27	0.27
Garden Hotel	0.30	1.00	0.66
Grand Hotel Wientjes	0.29	0.33	0.33
Hotel 't Speulderbos	0.26	0.35	0.37
Château Holtmühle	0.25	0.25	0.14
Hotel De Bovenste Molen	0.29	0.47	0.35
Hotel De Keizerskroon	0.21	0.50	0.53
Kasteel Vaalsbroek	0.20	0.22	0.28
Parkhotel Rotterdam	0.14	0.27	0.17
Résidence Groot Heideborgh	0.24	0.30	0.49
Hotel De Bilderberg	0.14	0.15	0.23
.....			
Total water consumption per year in m ³ 	115,755	93,366	95,468

As with the consumption of gas and electricity, we also see an increase in water consumption per *guest night* in 2020 compared to 2019. Here, too, COVID-19 creates a distorted picture. During periods with no to few guests, there is still regular water consumption, including in the kitchen, despite food being prepared for a relatively lower number of guests. The pipes of all rooms are also flushed regularly to prevent the development of legionella.



[About Bilderberg](#)

[Our vision](#)

[Our guests](#)

[Our planet](#)



OUR
PEOPLE

7. GOOD EMPLOYMENT PRACTICES

In a service-driven organisation like Bilderberg, employees are the heart of the organisation. This was certainly proven during the COVID-19 pandemic. Closures of our hotels and restaurants, ever-changing measures, colleagues we had to let go, and understaffing when guests returned: it took a lot out of our staff. Fortunately, our employees have remained committed to our guests.

Finding good and qualified staff will remain a major challenge in the coming years, which will also affect the workload of existing employees. Taking good care of them, such as by focusing on sustainable employability, is therefore one of our main concerns. But inclusiveness and diversity also make for a healthy and socially responsible business.

'Our employees are the heart of our organisation. To keep our hotel teams happy, healthy and employable, job satisfaction and health will be Key topics over the next two years'

Michou Vreeswijk,
HR Manager
Event Hotels Netherlands



OBJECTIVE

A happy employee is the foundation of any hotel. Our objective is to create a working environment where all employees feel valued, safe and engaged.

KPIS

- Draft an action plan based on an employee engagement survey in 2022, with concrete goals for the next one to three years.
- Achieve an absenteeism rate of 5.8% by 2022.
- Establish a sustainable employability policy by 2023.
- Train prevention officers and confidential advisers annually.
- Update Hazard Identification and Risk Assessments (HIRAs) and, as required by law, have them reviewed by a certified occupational health and safety service starting in 2022.
- From 2022, train employees annually in dealing with inappropriate behaviour and aggression.
- Achieve a turnover rate of at most 48% by 2022.



ACTION PLAN

To achieve our objective, we have identified five key pillars:

1. Job satisfaction
2. Health
3. Safety
4. Attention
5. Engagement

Priority

In 2022 and 2023, Bilderberg will focus on job satisfaction, health and safety. Over the next two years, these three topics will be priorities at all times with regard to our staff. It is our objective to also demonstrate this both within the hotels and to the outside world.

Job satisfaction

An important part of job satisfaction is having the right work-life balance. As an employer, we think it is important to support our employees in this. In 2022, an employee engagement survey, also measuring job satisfaction, will take place within Bilderberg. New objectives and action points will be drawn up based on the results.

Health

Employee health is perhaps the most important pillar. An unhealthy employee affects the quality of work, the working environment, and safety in the workplace. Our goal is to help employees live healthier lives. We do this by giving employees advice and tips on nutrition, exercise, sleep and relaxation, among other things.

One KPI for measuring the health of our employees is the absenteeism rate. After all, healthy employees are less likely to call in sick. The target is to achieve an absenteeism rate of 5.8% or lower in 2022.

Sustainable employability policy

Sustainable employability is the extent to which employees are willing and able (work capacity) to continue working, whether or not for the same employer (employability), until retirement age. At Bilderberg, of our 1,063 employees in 2020, 21% were over 50 years old. To ensure that all employees can continue working healthily and happily until retirement age, a sustainable employability policy will be drawn up in 2023.

Safety

As an organisation, we are required to ensure a safe working environment. We do this not only because it is an obligation set forth in the Working Conditions Act, but also because Bilderberg sees safety as a very important responsibility towards all employees. The materiality matrix also shows that safety is seen as an important issue.

Safety action points

- Annual training of confidential advisers and prevention officers ^[1].
- Update Hazard Identification and Risk Assessments (HIRAs) in 2022 and, as required by law, have them reviewed by a certified occupational health and safety service. This will be carried out by the prevention officers ^[2].
- Train staff annually in dealing with undesirable behaviour and aggression. This training will also cover the topic of recognising and dealing with human trafficking and sex trafficking.

Attention and engagement

Demonstrating as a company that we are actively working on the safety, health and job satisfaction of our employees immediately creates a sense of focus and engagement. One KPI for measuring the five pillars is the turnover rate. A satisfied employee will stay longer, resulting in lower turnover. In 2022, the goal is to achieve a percentage of at most 48%.

[1] Role of the confidential adviser: an employee who experiences inappropriate behaviour, such as bullying, sexual harassment, discrimination or aggression, can contact the confidential adviser.

Role of the prevention officer: the prevention officer is committed to reducing occupational risks. This includes hazardous substances, noise, workplace design, psychosocial workload and machine safety.





[2] An HIRA is a list of all (health and safety) risks at a company and a plan for resolving these risks. Risks to employees can be reduced with this list and plan.

ACCOUNTABILITY 2019 – 2021

Number of employees



Total employees include all colleagues who have signed a contract or agreement with one of the Bilderberg hotels, including apprentices and paid and unpaid internships and excluding temporary workers and self-employed workers. Colleagues at the headquarters are also included in the calculation.

‘Permanent contract’ refers to all employees who have signed a contract for an indefinite period.

Employees	2019	2020	2021
 Total	849	1,036	679
 Permanent contract	554	578	391
 Male	359	432	269
 Female	490	604	410

COVID-19

The pandemic has had a major impact on our workforce. During the period with high restrictions and few guests, we had to let go of many regular staff. At times when there were fewer measures in place, we immediately saw more guests in our hotels. To ensure flexibility, in 2020 most new colleagues were hired on the basis of on-call or min/max contracts. This makes the number of employees much higher than the number of FTEs. Despite the impact of COVID-19, we made a conscious decision to continue collaborating with educational programmes and offering internships.

	2019	2020	2021
 Absenteeism	6.49 %	6.05 %	6.56 %
 Turnover	59.62 %	52.92 %	48.84 %



8. COMMUNITY DEVELOPMENT

Traditionally, Bilderberg is a very Dutch organisation, with hotels that each have strong local ties. We feel a strong commitment to these local communities and are involved in many initiatives and long-term collaborations.

We are happy to use our knowledge, manpower, network and facilities to contribute to a sustainable and socially responsible society. For the coming years, our objective is to strengthen and expand our collaboration with national and local stakeholders.

'We are happy to commit to strengthening our local community and contributing to the well-being of society'

Frans van de Laak,
General Manager
Hotel De Keizerskroon



OBJECTIVE

By volunteering our expertise, manpower, facilities, accommodations and network in the local area, we aim to support specific target groups or community causes. With these investments in the local community, we want to contribute to a sustainable and socially responsible society.

KPIS

- Every year Bilderberg participates as a group in at least two projects that have a social responsibility approach.
- Social return: by 2023, 1% of the workforce consists of people who are distanced from the labour market.



ACTION PLAN

Community projects

In 2022, our community projects will be identified with a measurable impact that can be expressed in a donation amount or, for example, the number of volunteer hours. Implementation of these projects will follow in the same year. In particular, projects will be sought that are in line with Bilderberg's vision or have a connection to the Bilderberg brand and preferably involve as many colleagues as possible.

Social Return

Our hotels are committed to employing people who are distanced from the labour market and giving them a chance. By 2023, 1% of our workforce will consist of employees who had or have distance from the labour market. When filling vacancies, a targeted approach will be taken to ensure that the vacancy is suitable for people who are distanced from the labour market, so that they too have a chance at a permanent job at Bilderberg.

ACCOUNTABILITY 2019 – 2021

- ✓ *Collaboration with the Food Bank*
- ✓ *Cooking for the Ronald McDonald House*
- ✓ *Volunteering for PUM*
- ✓ *Writing cards for lonely elderly people*

Donations

Bilderberg sponsors an umbrella national football organisation and a number of local football clubs. Football touches all layers and structures of society and therefore has an important social function. Football clubs have enormous potential in shaping the attitudes and values of individuals, thus also shaping the community and society.

We support even more causes through donations, specifically:

- Stichting weg met kanker (Away with Cancer Foundation);
- Monumentenwacht Limburg (Limburg Monument Watch);
- Kinderzorg project Viecuri en Isala ziekenhuis (Paediatric Care Project at Viecuri and Isala Hospital).

Food Bank

COVID-19 brought the whole world to a standstill, including our hotels. At various times, we donated purchased food to local food banks to provide fresh produce to others who were also affected.

Lots of Love

Elderly people who were no longer allowed to receive visits because of COVID-19 were put in the limelight with a personal handwritten 'Lots of Love' card. Employees in the hotels wrote and sent a total of 2,200 cards, thus reaching 2,200 elderly people. We also donated over 300 Bilderberg items, such as aprons and biscuit tins, for goodie bags.

Food Impactors

Food Impactors is an open network for inspired entrepreneurs and ambitious decision-makers/managers in the Dutch food service and food retail sector who want to make a difference to the world of tomorrow. Based on personal drive and a moral sense and supported by a clear vision of the social responsibility of their organisations. Bilderberg is one of the partners that makes this annual event possible.



Delicious & Fair

At Bilderberg, we consider healthy food and beverages to be very important. Healthy products don't have to come from far away. To give the local producers of our food and beverages more appreciation for their products, we prefer to buy our products from local farmers and suppliers. This allows us to let our guests enjoy pure and delicious products obtained in a fair way. We don't want to keep these farmers and suppliers just for ourselves but also introduce them to our business associates so that they, too, can enjoy these products. We do this by connecting our business associates with each other.

'Food and beverage is the ultimate connector, and we also use it beyond the doors of our own hotels to delight people'

PUM

As a voluntary organisation, PUM (Programma Uitzending Managers, or Manager Placement Programme) offers advice to SMEs in emerging markets or developing countries. In so doing, they strengthen their clients' position in the market and create a positive impact on the economy, society and the environment. Bilderberg has voluntarily developed an online toolkit for small hospitality businesses in developing countries, with a step-by-step plan to create an effective online marketing plan.

Cooking for the Ronald McDonald House

We also develop charity initiatives at the local level. For example, kitchen teams cooked at the Ronald McDonald House in Arnhem, thereby providing support to the families and staff at the Ronald McDonald House.

Workshops and guest lectures / school exams

Good-quality education for all, preferably for a lifetime: that's something we fully support. Education is the foundation for sustainable development. It gives a positive boost to a person's life and to those around them. A number of hotels and colleagues from our headquarters support various educational institutions by giving workshops and guest lectures, which provides students with the practical experience they need to pass their courses. Examinations are given at the Rijn IJssel College in Wageningen, Arnhem and Doetinchem by Bilderberg department heads, among others.

Distance from the labour market

In various hotels of the group, the hiring of people who are distanced from the labour market is being targeted to fill vacancies. Several employees have since received permanent contracts at one of the Bilderberg hotels. In addition, we encourage collaborations with companies that offer work to people who are distanced from the labour market. One example is GVO, the printer we use.



GOVERNANCE

The ultimate responsibility for our CSR policy lies with the COO of Event Hotels, Maurice Jansen. Together with his management team consisting of a CFO, CCO and Director of Human Resources, the COO assesses strategic goals with a focus on those areas where investment is needed.

The Director of Operations (who reports to the COO) manages the General Managers of the hotels and is responsible for converting the strategic goals into tactical implementation plans. Together with the team of General Managers, priorities are set, tasks are distributed and feedback on activities and results is given during the quarterly General Managers meeting.

Within the hotel, the General Manager is responsible for implementation. The General Manager is supported in this effort by a CSR Ambassador. This ambassador is an employee who, based on an interest in and passion for the subject, has an additional responsibility within the hotel to achieve operational objectives in the area of CSR and to motivate fellow colleagues.

The Sustainability Manager drafts the annual CSR report, helps the hotels translate it into action plans and implementation, communicates with stakeholders, and provides outcome measurements. The Sustainability Manager reports to the COO of Event Hotels.



APPENDIX 1

MATERIAL TOPICS

SUBJECT	DEFINITION
Responsible procurement	Purchasing products from suppliers who are sustainably managed (including through certification) so that the impact on the environment and communities is limited.
Food & beverage	Striving to offer the most sustainable and least wasteful food and beverage possible, focusing on plant-based, local and seasonal products.
Waste & recycling	Increasing the proportion of recycling within our operational waste streams, reducing waste and litter, and improving circularity in our waste management processes.
CO ₂ emissions	Reducing CO ₂ emissions in our supply chains and in-house operations and increasing the energy efficiency of our hotels.
Water consumption	Reducing water consumption for services and water consumption by guests.
Good employment practices	Creating a healthy and safe working environment that promotes employee well-being.
Diversity & inclusion	Ensuring the equal treatment of all employees regardless of gender, age, religion, race, caste, social background, disability, ethnic origin, nationality, membership of employee organisations including trade unions, political conviction, sexual orientation, gender identity and expression, or any other personal characteristic protected by law.
Training & development	Striving for high-quality services by facilitating training and development for employees.
Human trafficking	Pursuing the prevention of human trafficking and the respect and support of human rights within our in-house operations and in our value chain.
Community development	Committing to actively supporting local communities by creating jobs, ensuring accessibility for all, and serving as a meeting place.
Financial stability	Generating good financial results and a sound financial position as a continuity basis for our business.
Responsible cleaning	Using sustainable, environmentally friendly materials and cleaning products to promote the most efficient and sustainable cleaning possible.
Green renovation & new construction	Improving our hotels by implementing sustainable construction and circular principles.
Mobility	Striving to maximise sustainable use of mobility, by promoting electric driving for employees, providing charging stations in the car parks, and facilitating the use of public transport.
Sustainable partnerships	Collaborating with various stakeholders in the form of long-term partnerships that focus on healthy and sustainable innovations in the hotel industry.
Sustainability awareness among guests	Striving to offer guests the most sustainable offer possible, using sustainable “nudging” wherever possible as well as striving to make the image of our hotels as green as possible.



APPENDIX 2

GRI

The Global Reporting Initiative (GRI) was used as the basis for the format of this report. The report has not yet been fully developed in accordance with GRI guidelines; we will take further steps in this regard in the coming years.

The Global Reporting Initiative guides the content of corporate social responsibility reporting. This sustainability reporting standard was created by an independent, international organisation with the aim of creating uniformity in the communication of the impact that organisations make.

MASTHEAD

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