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Inspire, Empower & Engage Our New Fairmont Service Promise

Service Sets Fairmont Apart

Achieving our Fairmont Hotels & Resorts Mission – *turning moments into memories for our Guests* – happens when we provide *authentically local* experiences in properties with *unrivalled presence*. The key, however, is our Colleagues and the *warm, engaging* service they deliver.

“When I get feedback from our Guests about what makes Fairmont special, it’s always about our service, it’s always about our Colleagues,” confirms Tom Storey, President. “We take pride in our brand’s 100-year tradition of service excellence, and with our new **Fairmont Service Promise** we will take that service to the next level.”

“We asked ourselves, what sets our Guest service apart?” explains Matt Smith, Executive Director, Learning & Development. “We knew that the answers lay with our talented Colleagues around the world – if we just kept asking and listening, we would find the key to great service.” In focus groups, through task forces and in an online survey, Colleagues shared their ideas and passion for our Fairmont service culture – a passion that is reflected in many thousands of Guest letters each year. The result is our five service promises, key elements that make our service memorable and unique (*see sidebar, right*).

Our Fairmont Service Promise

I turn moments into memories by...

... providing warm, sincere and engaging service that ensures Guests feel valued.

... treating each and every Guest as a unique individual.

... anticipating my Guests’ needs with thoughtful and personal touches.

... resolving Guest problems and never saying “no” without offering an alternative.

... being an ambassador for my Brand, my Hotel, my Community and my Colleagues.

For details and examples of each service promise, please see below or [click here](#).



Consistency Is Key

Fairmont Colleagues bring our five-part service promise to life with their individual talent and commitment, driving an exceptional Guest experience. Our new **Service Essentials** work hand-in-hand with the Fairmont Service Promise to ensure service consistency. Developed and implemented by our Operations Teams, Service Essentials are position-specific standards that address critical moments of Guest interaction.

“Together, our Fairmont Service Promise and Service Essentials provide a strong framework for *turning moments into memories for our Guests*,” says Andrea Torrance, Vice President, Rooms. “They work together to strengthen service delivery and brand consistency, differentiate our Guest experience and help foster our service culture in new hotels.”

A Formula for Service Excellence



Capturing the Commitment

A Participant's Guide and eight-part DVD developed in support of our new Fairmont Service Promise are as authentic and compelling as our Colleagues themselves. The video captures Colleagues and Guests from around the world speaking to our service culture – and their unscripted testimonials make the screening even more captivating! “I love how it's expressed, how it looks, how emotional it makes me feel,” writes one viewer. “I just love it all!”

Implementation: Online and In-Hotel

The ambitious task of communicating the new service promise throughout our Fairmont family is championed by in-hotel facilitators. These Leaders – more than 450, in fact – first completed an online, video-based certification program using the Fairmont Global Learning Center (FGLC). This experience alone generated an exciting momentum for the program.

“Teaching Service Promise has been an amazing journey from beginning to end,” says Markus Treppenhauer, Hotel Manager, The Fairmont Banff Springs. “The FGLC training portion allowed me to learn at a time and location convenient for me, and at my own pace. The direct contact I now get in teaching has been encouraging as I'm able to see first hand the impact this training has on our Colleagues.”

Keeping Our Promise

Our Fairmont Service Promise begins a new chapter in a long history of exceptional Guest service. We invite you to continue celebrating outstanding delivery of our service promise through our Service Plus Memory Maker Recognition Program.

Thank you for your commitment to keeping our Fairmont Service Promise... and to *turning moments into memories for our Guests*.

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P R O M I S E O N E

I turn moments into memories by providing warm, sincere and engaging service that ensures Guests feel valued.



Just as you are unique and special, so are Fairmont Guests. Our Guests know when you are being sincere, so be yourself, be natural, be warm and be engaging.

What it means to our Colleagues:

“The best way for me to describe *engaging service* is taking a genuine interest in the Guests. No matter what we do, it’s not because we have to do it; we love what we’re doing and we really enjoy doing it.” *Jean Pierre, F&B*

What it means to our Guests:

“There’s a consistency of quality. I don’t want to say that every Fairmont hotel is the same; in fact, that’s what’s beautiful about it – they are so different, and the people are so different. But there is a consistency of service. Everybody cares. Everybody goes that extra step. And everybody makes me feel like I’m back home.”

“All the staff [at **The Fairmont Hamilton Princess**] made us feel so special and welcome. Our interactions had real warmth, especially one with the Doorman, Carvel Vanputten. He took our photo, admired the flowers with us and even sang ‘Oh, what a Bermuda-ful morning!’ This was SO memorable to us.”

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Our Fairmont Service Promise

Fairmont
HOTELS & RESORTS

P R O M I S E T W O

I turn moments into memories by treating each and every Guest as a unique individual.



Anticipate and understand what makes them unique and why they are there. Understand what makes them different than other Guests.

Our **Fairmont President's Club (FPC) loyalty program** is an empowering tool that allows our Colleagues to anticipate the unique preferences of each Guest. For more information on FPC, please visit www.myfairmont.com or [click here](#).

What it means to our Colleagues:

"Providing a unique Guest experience is something that's very personal. It's something that can never be replicated on anyone else. The way I treat you, the way I treat any one of my Guests this morning, this afternoon or this evening will be a unique experience unto itself and I will not treat anybody the same way twice because everybody has a story, everybody's different." *Erick, In Room Dining*

What it means to our Guests:

"My boyfriend took me [to **The Fairmont Orchid, Hawaii**] to ask me to marry him. It was the most romantic experience I have ever had. The romantic turndown was so special, everything was perfect. Your hotel staff made it just that much more memorable through their superb customer service. The bellman who helped us to our room saw us several times during our stay and he remembered our names. As we left, the valet asked if we wanted a bottle of cold water and then asked if I was surprised! They actually remembered us and knew that my boyfriend had planned a special proposal. To say I was impressed doesn't even come close."

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Our Fairmont Service Promise

Fairmont
HOTELS & RESORTS

P R O M I S E T H R E E

I turn moments into memories by anticipating my Guests' needs with thoughtful and personal touches.



It isn't always a grand event. Sometimes Guests remember how personal the thoughtful little touches are.

What it means to our Colleagues:

"There are so many things you can do just by watching and listening in advance of the Guest. If the Guest is just talking to a colleague about a certain area of the city that he'd like to go to, if you listen and look, you can actually get the map ready, point it out to him as he turns to you and say, 'Here's the map, sir.' That's one of the most rewarding things about the job – being one step ahead, anticipating the Guest's needs – it's so important." *Steve, Guest Services*

What it means to our Guests:

"I especially wanted to thank you and your valet parking staff for the incredible and personal service we received last Saturday night [at a wedding reception at **The Fairmont Copley Plaza Boston**]. My husband has Multiple Sclerosis and because of that we drive a big, high-top van which does not fit into most parking garages. We had told the bride and groom that we could not attend because of the parking issue. Our van is outfitted with a lift for my husband so we always need to travel in the van.

The parents of the groom asked us several times to please come, but we've gotten ourselves into some awkward and uncomfortable situations because of our special needs and felt it best to just say no. Then they said they had arranged for us to park the van right at the curb in front of the hotel. We still were leery but said yes. When we arrived at the hotel I went to the valet desk and asked to speak to Alice Fay [Catering Sales Manager]. The young man at the desk asked if I was Mrs. Salto. That was a shock but I said yes. He then said, 'Your van is all taken care of – just go back out front, find your husband and you can go right over to the church.' I did that and then (another shock) one of the doormen said, 'I'll escort you over to the church.'

When we left the reception hall around 10:30 pm, I approached the valet desk and the young man said, 'Mrs. Salto, are you leaving now? Your van is out front and all set for you.' I cannot tell you what this whole evening meant to us. Most people have no idea how difficult and uncomfortable it is to maneuver a van that size around without feeling conspicuous. But you and your staff at the Copley took all our anxiety and worry completely away. We were able to sit back and enjoy a beautiful reception. Thank you very much from both of us."

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Our Fairmont Service Promise

Fairmont
HOTELS & RESORTS

P R O M I S E F O U R

I turn moments into memories by resolving Guest problems and never saying “no” without offering an alternative.



When Guests have problems or complaints, understand that Guests are trying to accomplish something at our hotel and we need to help them. It's critical that we treat the concern with empathy and never say no without providing them with an alternative.

What it means to our Colleagues:

“I feel that the best way to handle Guest complaints is using the READ model, and that’s one of the tools that Fairmont provides us with. We begin by *recognizing* how the Guest feels. We then *express* our concern in how the Guest feels. We then *act* in a manner that fits the Guest’s needs. And then we *determine* if the Guest needs a further action or follow-up. I also find that using empathy works extremely well when dealing with Guest complaints.” Sara, Willow Stream

What it means to our Guests:

“It was the service and actions of Gillian that made our vacation the wonderful success that it was.

We booked The Fairmont Empress for two nights, followed by The Fairmont Hotel Vancouver for one night, then The Fairmont Banff Springs for two nights and The Fairmont Chateau Lake Louise for two nights. Upon arrival at **The Fairmont Hotel Vancouver**, we were advised that we had no reservation for that evening and were a ‘no show’ on the evening before, as our reservation was listed as being for that evening. To add to the issue, the hotel was full, leaving us without a room.

To her credit, Gillian did not dwell on who was responsible for the incorrect booking and set about finding a room for us. She identified a Parlor Room that was available but it only had a pull-out bed. She apologized that this was all the hotel could offer and asked if we were willing to accept that room. Gillian was most gracious to us and I do not believe that we could have received any better service. Later in the evening, she approached us in the lobby area to confirm that we found the room to be acceptable. She also called ahead to the Banff and Lake Louise properties to confirm our reservations and to assure that we would have a wonderful experience at both locations. Employees like Gillian make the difference between a mediocre hotel stay and a truly wonderful experience.”

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Our Fairmont Service Promise

Fairmont
HOTELS & RESORTS

P R O M I S E F I V E

I turn moments into memories by being an ambassador for my Brand, my Hotel, my Community and my Colleagues.



If you're proud of your company and your hotel it comes through to our Guests. They will feel proud to be associated with you and our Brand.

What it means to our Colleagues:

"When you're the right fit with Fairmont, your values are aligned with company values, so you act with Respect, Integrity, Teamwork and Empowerment in your daily actions whether you're at work or not. And I think that truly is how you become an ambassador." *Jennifer, HR*

What it means to our Guests:

"My scooter broke down around 6:00pm [and] I walked it to a gas station to call for service or a replacement. Since I had only been in Bermuda three days, I didn't know how to use a pay phone. I was asking the attendant for help and your employee Sheldon Jones, F&B Server, Ocean Club, overheard and offered to call on his cell phone. [Unfortunately] the cycle place did not provide service after 5:00pm. I thanked Sheldon and was planning to walk back to **The Fairmont Southampton** when Sheldon asked where I was staying. I told him and he said he worked there and would be happy to give me a ride. It seems like a small gesture, but it saved me a two-mile walk and allowed me to be on time for dinner at Bacci with my wife.

Sheldon didn't have to get involved in helping me; he could have ignored me and gone about his day. You are fortunate to have someone like Sheldon representing you. We had an incredible vacation at your beautiful hotel and it was made possible by your great staff."

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Our Fairmont Service Promise

Fairmont
HOTELS & RESORTS

PRESIDENT'S
*Message***Tom Storey**President
Fairmont Hotels & Resorts

While 2009 will be remembered by most of the hospitality industry as a very difficult year due to the recession, I will remember it as a year of significant accomplishments for Fairmont. Despite the many challenges our Colleagues and our company faced this year, we have many new initiatives and achievements in which to take pride.

This year we launched our Fairmont Service Promise and while its language is new, the five-part promise is inspired by our Colleagues' long tradition of service excellence. By keeping our promise and by utilizing the strong framework of Service Essentials, we can achieve our Mission of *turning moments into memories for our Guests* – in any economic climate.

Consider our outstanding J.D. Power Guest Satisfaction 2009 Luxury syndicated results: in spite of the very challenging financial environment, we achieved our best score yet *and* ranked number one in our comparative set. At the same time, over 70% of our hotels maintained or improved their REVPAR (Revenue per Available Room) Index.

Our global team responded to lower business demand by increasing leisure business and we launched our Travel, Earn & Win promotion which, at press time, is closing in on its revenue goal of USD\$40 million. This Colleague-driven initiative *maximized* our company's greatest assets and introduced many new Guests to our brand.

While taking care of business in our existing hotels we opened new hotels on three different continents, expanding our Fairmont culture globally and bringing our *authentically local* style to new markets around the world. As Fairmont Battery Wharf, Fairmont Beijing, Fairmont Yangcheng Lake, Fairmont Nile City and Fairmont Bab Al Bahr join our portfolio, we extend a warm welcome to those who are joining our community of Colleagues. We have selected the best; now, as you begin your career with Fairmont, I know you will grow your unique talents as you learn from our longer-tenured Colleagues and the strong culture they champion.

We are very pleased that ours has been named among Canada's 10 Most Admired Corporate Cultures, a prestigious annual program by Waterstone Human Capital in conjunction with *The National Post* that considered over 400 invited applicants this year. Our corporate culture grows from within, from our Colleagues, who embody our core values of Respect, Integrity, Teamwork and Empowerment. You can feel very proud for building and perpetuating a culture that so successfully supports our operations and that earns the admiration of other organizations.

We welcome your feedback on all of our company's initiatives and operations. For this purpose we have introduced The Fairmont Forum, a blog accessible on www.myfairmont.com. Members of senior management will regularly post a different topic for our Colleagues to discuss and confidentially comment on. I encourage you to visit the forum and look forward to reading and responding to your comments.

As 2009 draws to a close I would like to thank you for your continuing commitment to Fairmont Hotels & Resorts, and for the integral role you will play in many more memorable achievements and celebrations to come in 2010.

A Triumphant *Trio*

Three recent awards salute Fairmont as an employer and workplace of choice!

I N T E R N A T I O N A L A C C L A I M

Our Leadership Development Program is not only an exciting platform for fostering career growth at Fairmont Hotels & Resorts – it is also the “**Best Initiative in a Hospitality Management Program**,” say judges of the 2009 Worldwide Hospitality Awards! This 10th annual esteemed competition celebrates “achievement, excellence, initiatives and innovation” across our industry.

“It is a tremendous honor to be recognized as an

international leader in hospitality training and development,” says

Carolyn Clark, Senior Vice President, Human Resources.

“We pride ourselves on selecting and leading with the best, and the Leadership Development Program is a strong example of our commitment to learning and career growth opportunities throughout Fairmont.”



T H E C U L T U R E O F C H A M P I O N S

An organization’s “corporate culture” is described as the values and behaviors that its workforce shares. Respect, Integrity, Teamwork and Empowerment are defining qualities of our strong, unique Fairmont Hotels & Resorts culture – and it is garnering attention beyond our brand!

Ours is among **Canada’s 10 Most Admired Corporate Cultures**, a prestigious annual initiative of Waterstone Human Capital, a leadership recruitment firm, in conjunction with *The National Post*.

The program “recognizes Canadian companies for having a culture that has helped them enhance their financial performance and sustain a competitive advantage.” Our culture distinguished itself among over 400 invited applicants. Congratulations to our 30,000 Colleagues who champion a culture that sets Fairmont apart – in Canada and around the world!



S T I L L O N T O P !

Other past honorees have come and gone, but Fairmont Hotels & Resorts remains – and is still the only hotel company – among *Canada’s Top 100 Employers*. The 2010 edition of the annual listing by Mediagroup Canada Inc. in conjunction with *Maclean’s* magazine, *The Globe and Mail* and Eluta.ca marks our 8th consecutive appearance!

Recognized with an A+ rating for “Training & Skills Development” and “Community Involvement” initiatives, Fairmont was also lauded for its “Work Atmosphere & Communications,” a nod to our Colleagues and the rewarding workplace environments they create. Bravo!



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On the Waterfront

Welcome

Fairmont Battery Wharf

M A Y 2 0 0 9



Fairmont
BATTERY WHARF

The spirited Celtic chords of "Shipping Up to Boston" captured the energy and excitement of the crowd at Welcome to Our Fairmont Family celebrations at Fairmont Battery Wharf, the most recent addition to our portfolio in North America!

Good to go! Colleagues who attended the Welcome to Our Fairmont Family event at **Fairmont Battery Wharf** included, from left: Chris Reid, IRD Supervisor; Kevin Regan, Director, Housekeeping; and Kevin Bogart, Houseperson.



The hotel is a 150-guestroom "new build" located waterside near Boston's historic North End district. Its public areas feature a contemporary style, while local art reflects the area's connection with the Harbour as an international trading port of old. In Sensing, the hotel's signature restaurant, authentic New England ingredients inspire the menu under Gerard Barbin, Chef (and *Boston* magazine's "Best Up-and-Coming Chef" in its 2009 Best of Boston issue). The hotel also offers 6,000 square feet of meeting space.



A donation to a local primary school marked the beginning of a rewarding community connection. "We have begun doing volunteer work with the school and look forward to inspiring future hoteliers!" reports Jennifer Parent, HRD. Pictured from left are: Matthew Sterne, General Manager; Traci Walker Griffith, school principal; and Tom Storey, President.

At Fairmont Battery Wharf, 114 Colleagues champion our Fairmont Service Promise. A recent Guest writes, "My experience, in every aspect, was extraordinary. I would liken your hospitality, courtesy and respect to that of a family member." As part of our Fairmont Hotels & Resorts family, the journey of Fairmont Battery Wharf has begun toward a bright horizon!

The Opening Team at **Fairmont Battery Wharf** celebrate the newest "port of call" along Boston's historic waterfront!

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Good Friends, Good Fortune

Welcome Fairmont Beijing

J U L Y 2 0 0 9

When Colleagues of Fairmont Beijing attended their Welcome to Our Fairmont Family event in July, they received a royal reception, indeed! Each of our “guests of honor” entered the JinYu “Goldfish” Hutong (a meeting space named after one of the city’s most famous alleyways) to warm applause from a receiving line of Leaders, Transition and Executive Team members including Hans Hordijk, General Manager.

Fairmont Beijing marks our brand’s introduction to China’s capital, a vibrant city reflecting both the contemporary (the iconic “Bird’s Nest” National Stadium built for the Beijing 2008 Olympic Games) and the historic (the Forbidden City, the centuries-old imperial palace and World Heritage Site).



Colleagues of **Fairmont Beijing** raise a glass to new beginnings! Pictured from left: Lincy Song, Lobby Lounge Bartender; Michael Lu, Lunar 8 Food Runner; Jennifer Zhang, Lunar 8 Bartender; Jessica Du, Lunar 8 Server; and David Zhao, Manager, Lunar 8.



Fairmont
BEIJING



All of the flavors – and some of the “uniforms” – of Canada and the United States (as well as Singapore, Dubai and China) were showcased in a cocktail reception for Colleagues. Pictured from left: Hogan Song, Chef de Partie; Maggie Shi, HR Officer; Wayne Wang, Training Officer; Andy Song, Banquet Chef; and Michelle Brideau, Director, HR Integration, Fairmont Hotels & Resorts.

Fairmont Beijing is located in the city's Business District and offers three meeting rooms, a Willow Stream Spa, two fine dining restaurants and three signature bars – in addition to 222 guestrooms. The number 222 is symbolic in China and offers good tidings for the hotel and its Colleagues; it means “on the right path, whatever you are doing.”

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A growing family! The **Fairmont Beijing** Team numbered 280 on Celebration Day and today includes 310 Colleagues.



Enter the Dragon

Welcome

Fairmont Yangcheng Lake

S E P T E M B E R 2 0 0 9

As the traditional Dragon Dance made its way through Welcome to Our Fairmont Family celebrations at Fairmont Yangcheng Lake, it heralded good fortune for our brand's newest member in the Asia-Pacific region. The Dragon Dance Ceremony and the color red share a traditional significance in the Chinese culture, blessing the attendees – 370 of them in fact, over two sessions – and the event with good luck, good health and prosperity.



Members of our Executive Team delivered a personal “welcome” on behalf of Fairmont Hotels & Resorts – and with the help of a dragon, some good luck, too! Pictured from left are: David Roberts, Executive Vice President, Operations, Asia Pacific; Phil Smith, General Manager, Fairmont Yangcheng Lake; Michelle Brideau, Director, Human Resources Integration; John Chao, Executive Director, Business Relations, Asia Pacific; Ian Wilson, Regional Vice President, Asia, and General Manager, Fairmont Singapore; and Carolyn Clark, Senior Vice President, Human Resources.



Fairmont
YANGCHENG LAKE



With more than 400 Colleagues, a wide-angle lens was essential for capturing this Fairmont Yangcheng Lake Celebration Day family portrait!

Located in the picturesque town of Kunshan in the Jiangsu Province, Fairmont Yangcheng Lake is named after the lake that many of its 200 guestrooms overlook. The lake's most famous catch, the Hairy Crab, naturally has a presence among the hotel's Cantonese and local-inspired menus. Guests also enjoy a Willow Stream Spa and a range of *authentically local* on-site activities, such as fishing, kite flying and bicycling throughout the hotel's extensive grounds.



Mànmàn chī (“enjoy your meal” in Mandarin or literally, “eat slowly”). Colleagues of Fairmont Yangcheng Lake enjoyed the cuisine of China, South and East Asia, the Middle East and North America – all prepared by the hotel's talented Culinary Team.

One of the most meaningful elements of September's Welcome event was the Signature Board, an oversized red canvas (specially made by members of the HR Team) on which Colleagues were invited to sign their names. “We wanted our Opening Team to feel like superstars, knowing that the day was a celebration of them,” says Phil Smith, General Manager. “Our Team is truly excited and proud to be ambassadors of this extraordinary corner of the world.”

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Jewel of the Nile

Welcome

Fairmont Nile City

N O V E M B E R 2 0 0 9



Fairmont
NILE CITY

The “Black and White” theme of Welcome to Our Fairmont Family celebrations at Fairmont Nile City was a perfect fit for a hotel that, quite literally, offers a window into history! With panoramic views of the famed Nile River and the Pyramids in the distance, our newest destination – together with its sister hotels, Fairmont Heliopolis and Fairmont Towers, Heliopolis – is a gateway to all of Cairo’s ancient and modern-day wonders.



Culinary Colleagues (pictured here with Abdul Baaghil, Hotel Manager, in center) shared “the flavors of Fairmont” with attendees of the Welcome event at **Fairmont Nile City**.

Cairo, which means “The Triumphant” in the Arabic language, is the capital of Egypt and the country’s commercial and cultural core. Business and leisure visitors have the perfect host in Fairmont Nile City, which offers state-of-the-art technology as well as sophisticated comforts including a rooftop pool and Willow Stream Spa – the city’s largest! Interior spaces (including 566 guestrooms) are finished in Art Deco style, an early-20th century trend featuring stylized designs and Egyptian influence.

Among the most exciting elements of the Welcome Celebration were a number of random prize draws. Anis Abd Allah Anis Gerges, Commis – pictured with Frank Naboulsi, Vice President & General Manager (left) and Nagi Mansour, Director, Human Resources – was one of many lucky winners.



Under the leadership of Frank Naboulsi, Vice President & General Manager, the Fairmont Nile City family numbers 740 – all ambassadors of their luxurious hotel, the inimitable city of Cairo and our Fairmont Hotels & Resorts brand. The hotel’s Opening Day and Welcome event represent the latest of many memorable adventures to launch from the banks of the historic Nile!



Colleagues from across **Fairmont Nile City** capture the moment for posterity on Welcome to Our Fairmont Family Celebration Day!



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TRAVEL, EARN & WIN

Update

Over 141,000 room nights generated – and counting!

Paging all Colleagues of Fairmont Hotels & Resorts: your journey to exciting travel and earning opportunities is now boarding with Travel, Earn & Win!

Thousands of Colleagues – over 4,300, in fact – have made our Travel, Earn & Win promotion their “passport” to new destinations and additional income this year. Between April and September, the incentive generated a total of 98,000 Friends & Family reservations, 141,000 room nights and USD\$23.1 million in revenue!

Travel, Earn & Win offers Colleagues the chance to travel within our Fairmont family at lower rates than ever before, earn money for every Friends & Family room night consumed, and win terrific prizes just for participating. September’s top booker is Carmyn Finch, Front Office Manager, **The Fairmont Winnipeg**. What’s her winning strategy?

“I have to give the credit to my friends and family who have been sharing my booker number with their friends and family,” says Carmyn. “One friend has a large circle of online friends who are brides-to-be; we are hearing great feedback from newlyweds who are booking their honeymoons and wedding nights at Fairmont. These Guests have admitted that they would not have been able to afford it or would have booked elsewhere without this offer.”

“We owe the continued success of Travel, Earn & Win to our Colleagues, who are clearly energized by the benefits of the program,”

says Tom Storey, President, Fairmont Hotels & Resorts.

“Thanks to their ongoing support, we are over 50 percent of the way to achieving our revenue goal!”

For more information on Travel, Earn & Win, please contact your local HR department.

On behalf of Fairmont Hotels & Resorts, we wish you a pleasant and memorable trip!

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Carmyn Finch, Front Office Manager, **The Fairmont Winnipeg**, used Travel, Earn & Win to send Guests to many destinations – now she must choose her own after earning two airline tickets to the North American city of her choice for being September’s top booker! “I am very excited about my prize, which I will use to visit family for Christmas or take a much anticipated girls trip down south this winter,” Carmyn reports. “A big ‘thank you’ to the Travel, Earn & Win program!”

Pictured with Carmyn are three of her many fans: Keith Chartrand, Engineering Supervisor; Barnie Yerxa, Director, F&B; and David Koetke, Fairmont Gold Manager.



Fairmont President's Club

Delivering on our *Promise*



Imagine an empowering tool that allows our Colleagues to anticipate and respond to the unique preferences of our loyal Guests. A tool that helps us create more personal and memorable Guest experiences and supports our Mission of *turning moments into memories for our Guests*.

The tool, of course, is our **Fairmont President's Club (FPC)**, a loyalty program that recognizes members with special benefits that reflect their individual preferences. "The more information we know about our Guests, the better equipped our Colleagues are to anticipate their needs and personalize their stay; this enables Colleagues to accomplish our mission statement of *turning moments into memories* – and the more likely our Guests are to return," explains Sonya Flood, Rooms Brand Standards Trainer. "Fairmont President's Club is closely aligned with our Fairmont Service Promise, assisting Colleagues in treating our Guests as unique individuals and anticipating their needs with personal touches."



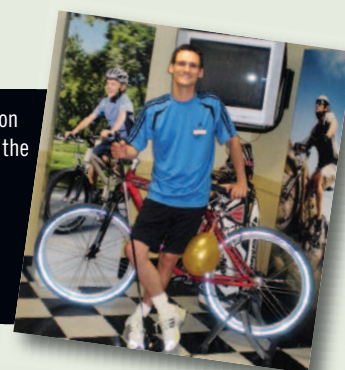
The Corporate Loyalty Marketing Team – Sharon Cohen, Executive Director, Loyalty Marketing; Lynne Mackenzie and Annie Wong, both Fairmont President's Club Managers; and Jessica Olsson, Supervisor, Ovation Rewards – champion Fairmont President's Club through the creation of exclusive benefits, unique promotions, exciting events and memorable once-in-a-lifetime experiences for our valued FPC members.



"We've traveled to many places, but to visit a property of this size and be treated not only as an individual, but as an old friend, is something you don't often experience."

Fairmont President's Club Member, Guest of The Fairmont Banff Springs

At **The Fairmont Winnipeg**, FPC Celebration Day familiarized Colleagues with some of the program's most recently added benefits, including the complimentary use of BMW bikes and Adidas workout gear (Fairmont Fit), as modelled here by Colin Burdeniuk, FPC Manager.



The Corporate Rooms Division Team recently completed a portfolio-wide FPC Training Tour, an exciting "first" for our company that involved all hotel departments. The theme: "Taking it to the Platinum Level," a reference to the top membership tier a Fairmont President's Club member can achieve. "There has been so much energy surrounding the training. It encouraged all Colleagues to be engaged, whether it is by enrolling new members or utilizing Guest profiles," says Sonya. "Any information about our Guests – from children's names, to food preferences and allergies, to having a passion for environmental causes – can help us anticipate needs and deliver personalized service."

For more information on Fairmont President's Club, please access the FPC link from the Marketing page of www.myfairmont.com. A great training resource available is the "ABC's of FPC," an insightful overview of the program as it relates to our service promise; for example, A is for Arrival, H is for Happy Guests, P is for Profile Plus. Use it as a training exercise, and be inspired to add Fairmont President's Club to your toolkit for *turning moments into memories for our Guests*.

Fairmont President's Club

Making Memories with FPC

The coveted “sparkle pager” on *Grey's Anatomy* inspired our jewelled Fairmont President's Club Memory Maker Pen, the implement of choice for inscribing memorable service moments!



As part of the Fairmont President's Club (FPC) Training that rolled out across our Fairmont family this year, each hotel received a special FPC Memory Maker Journal and “sparkle pen.” These items are passed from memory maker to memory maker, each of whom records their memorable service moment. Some of our hotels have shared their recent entries:

From The Fairmont Chateau Whistler:

When [our Guests] arrived they told Melanie how excited they were about watching The Bachelorette. Melanie checked the room inventory and saw that she could show them the Penthouse where the Whistler episode was filmed. The room was available and Melanie gave the Guests a tour. They took pictures and were absolutely thrilled!

From Fairmont Chicago, Millennium Park:

I scream, you scream, FPC Guests scream – with excitement – when they attend the Ice Cream Social in our ENO lounge. We have been inviting FPC members to join the Culinary and Management Teams for an hour as we bring out ice cream treats to share and hear feedback about their experience with us.

From The Fairmont Royal York:

After noting that a regular Guest was arriving and celebrating her birthday, the Floor Manager and Room Attendants on the 11th floor (the Guest's preferred floor) bought a birthday card, signed it, and placed it in her room prior to arrival.

The FPC Memory Maker Journal and “sparkle pen” are a great way to share stories of exceptional service moments, and just think – perhaps yours will be the next to be written!

A young FPC Guest of **The Fairmont Hamilton Princess** mentioned that she missed the “big cookie” from a favorite shop back home. Peter Reubinson, Fairmont Gold Head Butler, asked how big it was and she indicated roughly the size of a tea plate. “I felt we could do better than that and spoke to Serge Liebowitch, Head Pastry Chef,” says Peter. “We presented this to the family at tea time with some ice cream and the look on their faces says it all!”

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Fairmont Fit (in-room delivery of workout apparel and more) is a popular perk of Fairmont President's Club membership. Colleagues at **The Fairmont Hotel Macdonald** are taking it a step further by hosting a twice-weekly jog for members with Louis Zanni, Director of Operations (pictured second from left), through the Edmonton River Valley.

We've Got Connections

Fairmont Engages Guests Online with Social Media Networking

To stay connected and informed about the people, places and brands we care about the most, many are turning to an emerging online ally: **Social Media Networking Websites**. For Fairmont Hotels & Resorts, social media presents an opportunity to exchange information in real-time, build brand awareness and, in many cases, develop a dialogue with our Guests and other audiences.

“Social media channels are a great tool for distributing information but more importantly, we view them as an ideal platform for underscoring everything the Fairmont brand represents,” says Mike Taylor, Public Relations Manager. “We use social media to bring our brand to life for everyone we interact with on a business level – from Colleagues and Guests to travel agents, media, partners and meeting planners.”

Fairmont has a growing presence on numerous social networking sites, including:



www.twitter.com/fairmonthotels

The Twitter experience is a lot like a cocktail party: many conversations and lots of information being exchanged in rapid succession. Content on Fairmont's Twitter page is a series of short posts (or “tweets”) about all things Fairmont – hotel news, promotions, contests and Guest/user comments are just some examples. Some tweets originate from administrators at the Corporate or hotel level, and others from our ever-growing pool of registered followers (Guests, Colleagues and fans alike) – but all tweets invite a personal connection with our brand.





www.facebook.com/fairmonthotels

If Twitter is a cocktail party, Facebook is a pub – a place where people gather to get to know one another in a relaxed atmosphere. Facebook provides a wonderful opportunity to share the most recent brand news with people (registered “fans”) who are true admirers of Fairmont. Acting as a forum, “fans” can comment on Fairmont’s wall, post remarks on updates, upload personal images and videos from their own vacations with Fairmont, and link to Fairmont’s RSS Feed, Twitter

page, and a number of other Fairmont hotels’ Facebook pages. Ultimately, Facebook facilitates an ongoing dialogue between Fairmont and our Guests.




www.youtube.com/user/fairmonthotels

Most of us have watched (and re-watched) a funny or incredible video that has gone viral on the web. YouTube is the leading online destination for posting and watching videos and, for Fairmont, it offers a great opportunity to educate users about our brand. We can upload training and promotional videos, as well as host personal clips that showcase the Fairmont experience. This year, every hotel in our portfolio received a flip video camcorder for the dedicated purpose of capturing and building content for online use.



In addition, Fairmont’s own **Everyone’s An Original** weblog (www.everyonesanoriginal.com) will go live later this year, an exciting platform from which to share and discuss all things Fairmont (*see box, below*).

Having established ourselves as industry leaders in the social networking forum, we will continue to build Fairmont’s meaningful online presence into the future. “Our biggest measure of success is not only our follower base, but also the volume of positive comments that users are posting,” says Mike Taylor. After all, engaging our Guests is something that sets Fairmont apart – both in-hotel and online!

Everyone’s An Original

At the heart of Fairmont’s social media strategy is our **Everyone’s An Original website** (www.everyonesanoriginal.com), now in its final stages of development. This collaborative online destination will help build brand understanding and maximize interaction with our current and potential Guests by providing them with a platform for storytelling.

“Content will initially be Fairmont-driven, with categories ranging from hotel-specific information to brand-wide initiatives such as environmental stewardship,” explains David Doucette, Executive Director, Internet Strategy, FRHI. “Gradually, we will grow user participation by enabling visitors to comment, post and vote, for example. Guests will also have the ability to build a profile and share photos, stories and videos of their Fairmont experience.”

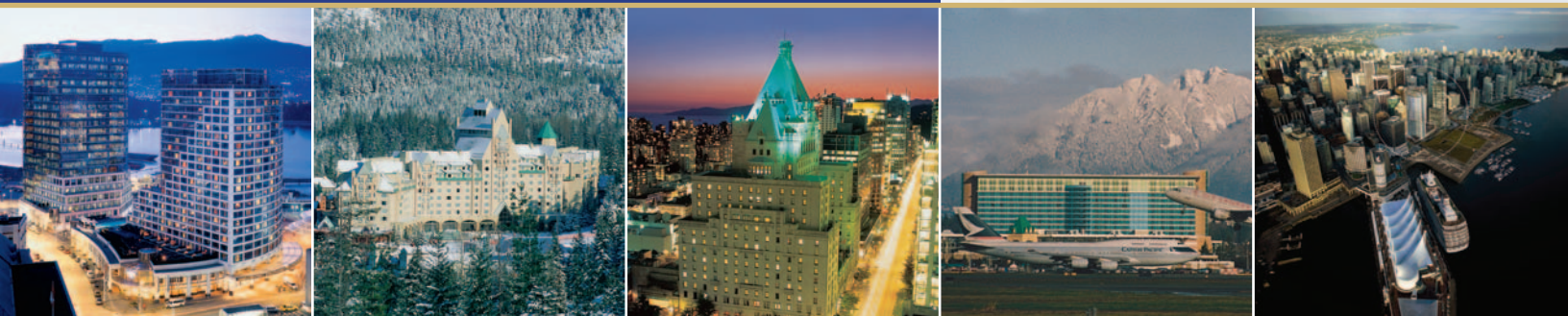
The medium is the message. Just as the Everyone’s An Original site will celebrate all that makes Fairmont unique from other hotel brands, it will also deliver on our service promise by allowing every Guest to participate and be heard as a unique individual – an original!



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Gold Medal Effort

The countdown is on for “Team Fairmont” and the Vancouver 2010 Olympic & Paralympic Winter Games



If the countdown to the Vancouver 2010 Olympic Winter Games were a speed skating competition, we would be nearing the final lap! The Games will kick off on February 12, 2010 and just weeks later, Vancouver and Whistler will also host the 2010 Paralympic Games from March 12 to 21.

“For our Colleagues, there is nothing more *authentically local* than representing Vancouver and Whistler,” says Mark Andrew, Regional Vice President, Pacific Northwest & General Manager, The Fairmont Hotel Vancouver – who himself was involved in the city’s successful bid. “They will be providing *engaging service* to Guests from around the world – dignitaries, royalty, athletes and spectators alike. All of them are coming for an Olympic experience, and we’re going to provide one as only Fairmont can!”

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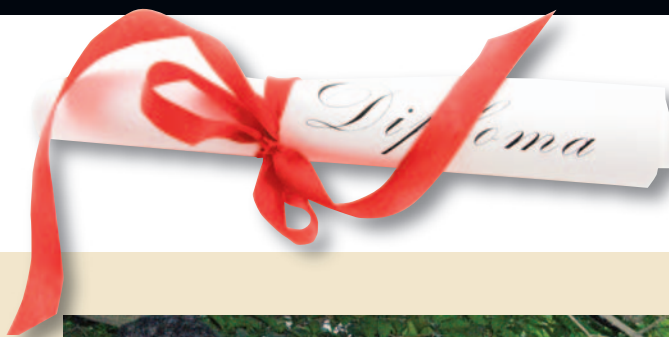
With more properties in the region than any other hotel company, Fairmont Hotels & Resorts will feel the glow of the Olympic flame during the Games and into the future as media coverage and the prestige of being a host destination attract more visitors to the area. **The Fairmont Hotel Vancouver, The Fairmont Waterfront, Fairmont Pacific Rim, The Fairmont Vancouver Airport and The Fairmont Chateau Whistler** will be at the heart of it all – but our involvement reaches far beyond proximity.

As a designated Friend of the Games, Fairmont has committed 1,400 guestrooms to VANOC, the Vancouver Organizing Committee, for use by international competitors, dignitaries and sponsors. Community pride and excitement are unmistakable inside our British Columbia hotels, where our Doormen recently donned red Olympic mittens in support of the Games, and additional television screens are being installed to capture all the action. Our biggest role, however, will be as ambassadors.

Guests and Colleagues of **The Fairmont Hotel Vancouver** are mere steps away from the city’s Official Countdown Clock, which has been counting down the days, hours, minutes and seconds to the 2010 Olympic Winter Games since early 2007.



THE John Williams SCHOLARSHIP



Head of the Class

Our 2009 John Williams Scholarship Recipients

When the Selections Committee met last June to consider applicants for our two inaugural **John Williams Scholarships**, they could relate to how a student feels on exam day!

“We received 25 applications from Canada, Monaco and the United States, all of which had compelling attributes,” says Carolyn Clark, Senior Vice President, Human Resources. “Ultimately, our two recipients stood out for their outstanding academic records and for exemplifying the qualities of teamwork and innovation that we champion at Fairmont.”

Congratulations to our 2009 John Williams Scholarship beneficiaries:

DORIS LEE

*PhD Program, Department of Chemistry,
University of Toronto*

“Her potential for a great scientific career is evident through her enthusiasm and dedication in her research work and also by her willingness to continuously learn,” writes Doris Lee’s internship employer at Merck Frosst, a global, research-driven pharmaceutical company. These qualities, in fact, are apparent throughout Doris’ academic career – and continue today in her pursuit of a PhD in Organic Chemistry at the University of Toronto.

Doris is pictured here with her father, Louis Lee, Contoller, Fairmont Château Laurier.



Both of Fionah's parents are Colleagues at **The Fairmont Sonoma Mission Inn & Spa**: Dad Paul is a Bell Captain and Mom Janet is a Banquet Server.

FIONAH DOMINIS

*Master of Business Administration Program,
University of San Francisco*

For the past two years, Fionah has been stationed in Swaziland as a Community Health Educator in the United States Peace Corps. Her director describes her as “committed,” “well respected” and “a role model” within the community where she promoted AIDS awareness and prevention. Fionah plans to use her MBA to pursue her goal of fostering social and financial independence for women in oppressed regions.

The John Williams Scholarship is the “learning legacy” of Fairmont’s former Executive Vice President, Operations, Europe, Middle East & Africa, who retired in 2008. John’s bequest is matched by the Fairmont Foundation, creating two USD\$5,000 post graduate scholarships to be awarded annually to the eligible dependants of a Fairmont Hotels & Resorts and/or FRHI employee.

Applications for the 2010 scholarships are available through Human Resources or online at www.myfairmont.com (deadline: May 15, 2010). We wish the best of luck to all our candidates!



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Welcome to The Fairmont Files, where we showcase the latest activities, initiatives and achievements from across our Fairmont family. Think of The Fairmont Files as a resource for ideas and inspiration!

mycommunity

Fairmont Colleagues help our properties take care of their communities and the people who live in them.

Leftover soaps and toiletries at **Fairmont The Queen Elizabeth** never go down the drain. They are “recycled” by a local youth cooperative, who combine Fairmont’s high-glycerine-content Miller Harris products with volcanic stone to create a cleaning paste. The end product is marketed to mechanics, gardeners, and others in need of an effective hand cleanser!



Bojana Marusic, F&B Coordinator, was one of 75 Colleagues from **The Fairmont Olympic Hotel, Seattle** who laced up for the Susan G. Komen Race for the Cure event, capping off a hotel-wide support effort. “With so many women in our lives affected by breast cancer, our team was passionate to make a difference right here in the Seattle area,” reports Lindsay Stopps, Training Manager, HR. They feel great in knowing that the funds raised will help provide access to screening in their very own community.

No snow? No problem! Colleagues at **Fairmont Heritage Place, Franz Klammer Lodge** found inspiration on their local slopes, anyway, during the inventive “Summer Ski Club” challenge. The club was the brainchild of Bea Gavaller, Accounting Assistant and Green Team member in an effort to promote the use of “green” transportation. Participants earned ski trail ratings for each commute based on difficulty: a 5mi/8km self-propelled hike or bike trip, for example, earned a Double Black Diamond designation!



Welcome to the bountiful rooftop garden at **The Fairmont Dallas**! Since its debut in 2007, the garden has grown to nearly 3,000 square feet under the care and direction of J.W. Foster, Executive Chef (pictured), who incorporates the harvest into Pyramid Restaurant & Bar menus and cooking classes. The scenic retreat offers seating for Guests, and special hotel packages provide the opportunity to put their green thumbs to work planting and harvesting!

Two examples from **The Fairmont Orchid, Hawaii** demonstrate that our Colleagues are ambassadors of Fairmont’s giving culture, even outside the workplace. Umi Cabrera, Beach Boy, visited a local petroglyph field to teach students about the ancient form of communication. And Collin Thornton, Executive Chef, and Stephen Rouelle, Executive Sous Chef, also participated in a United Way fundraising event taking place in a neighbouring hotel.

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Colleagues at **Fairmont Monte Carlo** are wearing their hearts on their sleeves! Many recently purchased bracelets - imprinted with the hotel name and "a new fight called HIV" slogan - in support of Fight AIDS Monaco. HSH Princess Stephanie of Monaco followed up with a letter of thanks for championing the cause, which she herself founded. Pictured from left are: Zelda Bourkiza, Training Manager; Martine Massiera, Front Desk Director; Maryse Godeau, Fight AIDS Monaco Board Member; and Fabienne Niccolini, Events Operations Manager.



World Environment Day in June kicked off a comprehensive new recycling program at **The Fairmont Acapulco Princess** and **The Fairmont Pierre Marques**, which includes a partnership with computer giant Hewlett-Packard Mexico. Under the stewardship of Arturo Astudillo, Department Cashiers Supervisor, the resorts channel empty inkjet and toner cartridges back to HP for recycling.

Small sacrifices had big results at **Fairmont Mara Safari Club**, where Colleagues are aware of the impact Kenya's recent drought - one of the worst in decades - is having on many families. They skipped one meal per day and used the funds saved for food aid, providing a huge amount of foodstuffs for the local community.



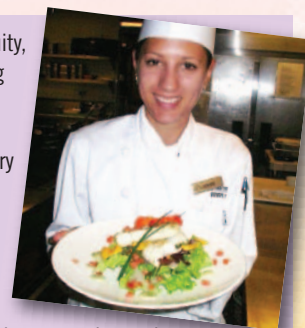
A rewarding community partnership is underway between the **Fairmont Mount Kenya Safari Club** and the local Nanyuki Youth Group. "The Chicken Project" enlists the help of the youth to care for the fowl and maintain the traditional chicken house, while the hotel provides its green vegetable and grain waste for chicken feed! Pictured with the youth group members are Hubert Des Marais, Group Executive Chef, East Africa and Philippe Cauvière, General Manager.



Colleagues from **Sheraton Suites Calgary Eau Claire**, a Fairmont-managed property, did some serious cycling in August for a great cause! Each year, the Heart and Stroke Foundation's Big Bike event makes its way across Canada in support of heart disease and stroke research. The hotel team contributed CAN\$600 to the effort - bravo!

What do bikes and blueberries have in common? At **The Fairmont Waterfront**, Colleagues used both to raise funds for this year's charity of choice, the Multiple Sclerosis Society of Canada. A team took part in the RONA MS Bike Tour (to which Engineering generously donated their "Department of the Quarter" prize) and Colleagues also directed proceeds from a local farm's GoodBerry (blueberry sales) program to the cause.

With careful planning and a little ingenuity, most of us can eat a balanced diet using ingredients that originate no more than 100 miles from our own doorstep. At **The Fairmont Vancouver Airport**, the Culinary Team proved this theory by offering a 100 Mile fresh sheet menu to Guests for 100 days, during which time their Colleague Laura DeWolff, 1st Cook (pictured) embarked upon the 100 Mile Diet herself! The hotel is also deepening its connection to the land with the recent purchase of two garden plots at a local sharing farm.



special events

Grand openings, expansions and special occasions are just some of the events Colleagues celebrate in Fairmont's warm, distinctive style.



Attendees enjoyed wonderful flavors – and **Fairmont Miramar Hotel & Bungalows** enjoyed fantastic exposure – when *Angeleno* magazine hosted its Chef's Night Out event at the resort. The dinner honored some of Los Angeles' top culinary talent (including our own) and, at the same time, benefited the local Children's Institute for families affected by violence. Pictured from left are: Louis Simard, Executive Sous Chef; Geter Atienza, FIG Cook; Jessica Yu, FIG Cook; and Ray Garcia, Executive Chef.

Participants learned the true meaning of the word "shipshape" during the "Build, Bail and Sail" event at **Fairmont Heritage Place, At Nature's Door** in Whistler, British Columbia. One team of Colleagues and six teams of Owners received the same building materials and the same timeframe in which to build a seaworthy vessel. Not all the boats could float... but team spirit was unsinkable!

Look up... way up! **Fairmont Le Château Frontenac** took center stage – or is that center ring? – for a daring highwire event between the hotel and Old Quebec's tallest building. Spectators watched, riveted, as a professional tightrope walker made his 230m/755ft journey across a steel cord no thicker than a finger width before arriving safely at the hotel's 14th floor.

Looking for landmarks and finding team spirit along the way – that's the idea behind the annual Amazing Race at **The Fairmont Algonquin**. Costumed Colleagues race around scenic St. Andrews-by-the-Sea in teams, trying to spot the locales pictured in a special photo booklet. This great summer season kick-off is a perfect way to familiarize new Colleagues with the town, not to mention their co-workers! Pictured from left are: Josiane Tremblay, Gabrielle Miron, Julie Gauvin and Pamala Tam, all Servers.



Eloise is back home at **The Plaza**! Author Kay Thompson's delightful heroine inspired several promotions this summer, such as the "Live Like Eloise Slumber Party Package" and the Eloise-themed "gourmet mac & cheese" station hosted by the hotel for a Central Park Conservancy event.

Eloise's illustrator, Hilary Knight, even stopped by for a visit and a viewing of the portrait he painted in 1964. Pictured from left are: Sheron Mohabir, Security Officer; Lily Lorenzo, Sales & Marketing Executive; Hilary Knight; and Jane Yrenaya, Director, Learning.



Birthdays present the perfect occasion to turn moments into memories. At **Fairmont Mayakoba**, Colleagues' birthdays are celebrated quarterly at gatherings that were traditionally organized by Human Resources. Now, the resort is inviting other departments to "host" the event – beginning with Willow Stream Colleagues, who designed a fabulous theme! Attendees showcased their creativity and sense of humor by dressing up as celebrities of the past and present.

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The very first honey harvest from the rooftop apiary at **The Fairmont Washington, D.C.** can only be described as a sweet success! Approximately 105,000 honeybees produced 100lbs/45.5kg of honey over the summer, which is being used to enhance and inspire special culinary offerings such as delicious “BeeTinis.”



Summer is the season for Colleague celebrations across Fairmont! At **The Fairmont Hotel Macdonald**, 175 attendees enjoyed an afternoon of fun, games, and picnic food. “The highlights were the adult musical chairs and piñatas on the patio,” says Paula Fraser, HRD. “It was one of the best events we have had!” Pictured here are just some of the Banquet Team members who made the event such a success: Kristen Omerzu, Merannda Rasmussen, Ken Stevenson, Carlos Jacques, Cara Korzan, Oksana Fedko, Hossameldin Abdelkarim, and Alvin Tang.

The Plaza can add two “encores” to its impressive roster of big- and small-screen cameos! Pop superstar Mariah Carey staged the music video for “Obsessed” here (she also stayed in the Royal Plaza Suite) and the stars of *Sex and the City* filmed scenes for the upcoming sequel outside the legendary hotel in August.



Darren Brown Photography

Fairmont Château Laurier created a fitting “photo op” to commemorate the 100th birthday of Yousuf Karsh, the acclaimed photographer who once lived in the hotel and who passed away in 2002. Ernst Frehner, Pastry Chef (left) and his team created a beautifully themed camera cake, much to the delight of Karsh’s widow, Estrellita. Following the cake-cutting, over 350 Guests and visitors toured what is now known as the Karsh Signature Suite.



When it comes to teamwork, Fairmont always hits it out of the park! Our Colleagues from **The Fairmont Sonoma Mission Inn & Spa** struck a victory pose when they won an annual softball competition against a local hotel. Karen Roenau, Purchasing Manager (pictured holding trophy) drove in the game-winning run. Even Zeus, Canine Ambassador (pictured bottom right, with Kelley Cosgrove, GM) did his part as team mascot.

Colleagues at **Fairmont Le Manoir Richelieu** enjoyed a “day in the sun” during their annual Family Barbeque, a relaxing prelude to the busy summer season. The Executive Team grilled over 200 meals for attendees to enjoy as they soaked up the sunshine between rounds of mini-golf.

Leaders at **Fairmont Nile City, Cairo** invited local journalists to “Be the First” to tour the developing property before it opened its doors on October 1st. The group enjoyed the media event’s themed details – including a hard hat, branded jumpsuit, and meal-in-a-toolbox – and a private Q&A with Frank Naboulsi, General Manager.

Colleagues at **The Fairmont Palliser** let out a big “yee-haw” when the city’s heralded Calgary Stampede rolls into town! This annual 10-day summer event is a celebration of western heritage, with a special focus on livestock and agriculture. The Sales & Catering Team posed for this fun promotional photo to accompany the hotel’s Client Stampede Breakfast invitations.





myfamily

The many families of people who support Fairmont extend from our Colleagues to our Guests themselves. We are always with family at Fairmont.

“Julie’s Garden” at **The Fairmont Jasper Park Lodge** is a heartfelt tribute to a Culinary Colleague who passed away in 2008. The community garden, created by the Green Committee, is located in a Colleague residence area and its organic harvest is intended for all to share.



Over the past decade, the Louis Leger Memorial Softball Tournament has honored a dear friend and Colleague of **Global Reservation Centre** – and raised funds for children’s sports programs in Louis’ hometown, a cause that he would have approved of. As Louis’ Colleagues and family gathered this summer for the tenth and final tournament, they remembered “the person that everyone loved to be around,” says Dan Bosse, FIT Specialist. “As the tournament closes a chapter in our lives, a new one is sure to begin when we get together in his memory.” Pictured from left are: Marielle, Gerard and Nicole Leger (Louis’ sister and parents); Dan Bosse; Allison Lang, Executive Director, GRC; Gisele Leger (Louis’ Aunt); and Kate Ayotte (family friend).



Take me out to the ball game! When Colleagues representing **The Fairmont Copley Plaza Boston** and **Fairmont Battery Wharf** assembled for a friendly three-game softball series in August, they were carrying on a longstanding tradition. Sister Fairmont hotels have been matching up from as far back as 1927, when this photo of The Fairmont Copley Plaza Boston and **The Plaza** teams was taken on Braves Field!

When the longest-tenured Colleague retired from **The Fairmont Hamilton Princess** this summer, she left behind an inspiring service legacy. “My focus has never changed; doing my work with pride and dignity,” Victoria Smith, Housekeeping Attendant told *The Royal Gazette* newspaper. Victoria was one of five Housekeeping retirees who shared over 192 years of combined service!

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Hotel transfers provide opportunities for career advancement and allow Fairmont Colleagues to gain experience in different departments. At the new **Fairmont Bab Al Bahr** in Abu Dhabi, 66 Colleagues from **The Fairmont Dubai** are modelling our Fairmont culture and bringing our service promise to life! These members of the Opening Team travelled by bus from Dubai to their new accommodations, and enjoyed a Dinner Reception in their honor.

myrewards

Recognition, awards and celebrations reward Fairmont Colleagues and properties for the exceptional memories they create.

Winning Workplaces

With unparalleled opportunities for development, career growth and travel to some of the world's most unforgettable destinations, it's no surprise that Fairmont Hotels & Resorts is viewed by many as the workplace to be! Our company's innovative learning and recognition programs have received much industry acclaim - but equally as important are the many Colleagues and Leaders who model our values and foster exceptional workplaces.



Of hundreds of applications considered by the *San Francisco Business Times*, our California destinations placed fourth in their category in the 2009 "Best Places to Work in the Bay Area" competition. Pictured from left are: (back row) Linda Moore, HRD, **The Fairmont San Jose**; Michele Gaul, Regional HRD, **The Fairmont San Francisco**; Cyril Isnard, GM, **The Fairmont San Jose**; Jimmy Palmer, Hotel Manager, **The Fairmont San Francisco**; Thomas Klein, Regional VP and GM, **The Fairmont San Francisco**; (front row) Ivan Osorio, Director, Front Office Services, **The Fairmont San Francisco**; and Michelle Bertram, HRD, **The Fairmont Sonoma Mission Inn & Spa**.

It's a clean sweep! Our Alberta, Canada properties earned a 2009 Employer of Choice Award from the Alberta Hotel & Lodging Association following a comprehensive Employee Opinion Survey. Pictured from left are: Helen Elgie, Regional Director, Human Resources, **The Fairmont Banff Springs** (who also accepted on behalf of Paula Fraser, HRD, **The Fairmont Hotel Macdonald**); Jennifer Melanson, HRD, **The Fairmont Jasper Park Lodge**; Debbie Kobelsky, HRD, **Sheraton Suites Calgary Eau Claire** (a Fairmont managed hotel); Janet Jacques, HRD, **The Fairmont Palliser**; Jenn Cavanagh, Assistant HRD, and Mayah Alima, HRD, **The Fairmont Chateau Lake Louise**.



Good news travels fast! Just one year after it opened, **Fairmont Heritage Place, Ghirardelli Square** ranks number one of 247 hotels in San Francisco on TripAdvisor.com and is part of the Virtuoso leisure travel network. Colleagues and Leaders assembled for a rooftop photo to commemorate an unforgettable first year of operations - and to celebrate many more to come!

When two tour buses collided outside **The Fairmont Royal Pavilion**, Shirley-Ann Walker, Security Officer (pictured left), was there to offer assistance and first aid. Her actions inspired Daniel Polonis, Director, Security (centre, with Jeannie Langley, Director of Operations) to nominate her for the Barbados Tourism Awards' "Bravery" distinction, a People's Choice category. The voters agreed, and Shirley-Ann took home the award!



"Summer Fever" was rampant at **The Fairmont Turnberry Isle Resort & Club** this season! This creative new program, developed by the Service Plus Committee, allowed Colleagues to sample some of their hotel's best amenities in appreciation of their dedication and commitment. Some activities included an evening round of golf, a slip down the Laguna Pool waterslide, and a cooking class with amazing culinary talent! Pictured clockwise from left are: Jeanna Neighbors, LDP, HR; Daniel Buss, Resort Chef (conducting the class); Ray Bergan, Telecommunications Manager; Sandy Henchy, Executive Administrator; Katty Infante, Conference Services Coordinator; and Tammie Santiago, Sales Systems Administrator.

myinnovation

Fairmont must continually anticipate, innovate and improve in order to exceed the expectations of our Guests.

Fairmont's *authentically local* and *engaging service* brand dimensions inspired an outstanding program for Guests of **Fairmont Chicago, Millennium Park** this summer. Weekly activities included a "Run with the GM," mixology classes and even "Sunday Sundaes" for kids. "Our intent was to enjoy personal time with our Guests while providing them with authentic local and hotel experiences," explains Barry Soleck, Learning Coach.



Bon appétit! The Cake Program at **The Fairmont Chateau Lake Louise** invites young Guests into the hotel's kitchen to mix, bake and decorate a cake... all while wearing a chef's hat, of course! The masterpiece is subsequently delivered to their family's guestroom, or served for dessert if the family dines in the hotel. What a memory maker! Lynda Currie, Resort Activities, Children's Camp Coordinator and Enrico Caparas, Chef de Partie, are pictured here assisting three young "Pastry Apprentices."

Mandy Quon, Association/SMERF Sales Manager, **The Fairmont Hotel Macdonald**, found a great way to market her hotel to an agriculture group when she hosted representatives to a "green walk" along Edmonton's spectacular river valley. The *authentically local* venue demonstrated that Mandy understood her client's culture – and it also secured the business!

mylearning

Every Fairmont experience is an opportunity to learn and then share that learning with Colleagues. Learning never stops.

Developing tomorrow's talent is part of our Fairmont culture. Leaders from **Fairmont The Norfolk** set out to inspire up-and-comers at the United States International University (USIU) Career Fair, Nairobi Campus, where they participated in a panel discussion about such topics as the Hospitality and Tourism industry in Kenya. Undergraduates also enjoyed a private session with our Fairmont Team to learn more about career opportunities within our brand.

Dreams are particularly sweet at **The Fairmont Empress** now that turndown service includes two delightful innovations. The first is a poem, presented as a small scroll (shown here by Valerie Carlos, Turndown Attendant). Written by Mattias Peemoeller, Housekeeping Manager, it reads: *Alas, the night falls on the castle by the sea, may your dreams be as sweet as our Afternoon Tea./ As you close your eyes and begin to count sheep, you will soon drift away in a deep peaceful sleep./ Let the night embrace you with its warm sweet caress, and your dreams will come true at The Fairmont Empress.* For the hotel's younger Guests, *authentically local* children's books are also loaned as part of turndown service. "We have had great feedback from our Guests regarding this service!" reports Mattias.



Fairmont's "Teamwork" value came to life at **The Fairmont Dubai** when transfers and promotions left the Stewarding team short-staffed. Sunny Joseph, Director, F&B, designed a competition in support of Fusions, the Colleague cafeteria normally staffed by Stewarding; each F&B outlet took turns servicing the eatery – and were judged by the Stewarding Team! The initiative was so popular that other departments asked to lend a hand as well.

One of the most innovative new environmental initiatives at **The Fairmont Acapulco Princess** and **The Fairmont Pierre Marques** is an eco-friendly alternative to plastic laundry bags. "For internal use we have designed a 3-in-1 personalized, reusable bag – hamper, carrying bag and laundry delivery bag – made in-house using recycled sheets," explains Michael Musarra, Director of Operations. "For our Guests, we have partnered with an external supplier to provide the same product, featuring the Fairmont logo." Fantastic idea!

Bermuda's Minister of Tourism and Transport is one of the most recent graduates of Fairmont's Leadership Development Program! Premier Dr. Ewart Brown (pictured holding certificate) worked a day at **The Fairmont Hamilton Princess** in support of the program, calling it "one of the greatest opportunities for Bermudians interested in hospitality." We agree! Posing with the Premier are, from left: Jon Crellin, General Manager; Allan Trew, Hotel Manager; Kellianne Smith, HRD; Roydell Neverson, Director, Rooms; and Andrew Schwaegerl, LDP Management Trainee.

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myhotel

Some are historic icons and some are rustic retreats, but all of our hotels and resorts are places of unrivalled presence.

The official re-opening of the Torrance course at **Fairmont St Andrews** earned a visit from Sam Torrance, the course's namesake and 2002 European Ryder Cup captain, as well as an exciting flypast by RAF Leuchars aircraft! The refurbished greens will host Final Qualifying rounds for the British Open Championship in 2010.

Guests of **Fairmont Tremblant** will enjoy ski-in, ski-out access this season to the new Nansen Lounge, named in honor of the Norwegian ski expert who originally developed the area over 70 years ago. The lounge joins the re-designed Windigo Restaurant in offering exceptional cuisine against the best mountain views in Tremblant!

The "Pearl of the Swiss Riviera" has a lustrous new sheen! **Fairmont Le Montreux Palace** unveiled the results of a multi-million dollar renovation earlier this year, which included the refurbishment of 100 guestrooms and its signature dining establishment, Brasserie. The new Freddie Mercury Suite also celebrates Queen's late, legendary front man, who was a frequent Guest.

August 6th, 2009 marked the 120th anniversary of opening day at **The Savoy**. Although the hotel's iconic halls are currently undergoing an ambitious restoration, our Fairmont Team gathered to raise a glass to over a century of memories! Interestingly, some original design elements have been uncovered during the project; these have been incorporated into the new architectural plans so that when the hotel re-opens in Spring 2010, it will reflect both past and present visions.



Fairmont Hotels & Resorts is "checking into" Pittsburgh! Our **Fairmont Pittsburgh** sign has gone up and construction of the hotel – built to meet Gold level certification in the Leadership in Energy and Environmental Design (LEED) Green Building Rating System – is well underway. Members of the Pre-Opening Team pose here adjacent to Triangle Park, which will serve as the hotel's front courtyard. Pictured from left: Len Czarnecki, General Manager; Christina Niles, Director, Catering & Conference Services; Eleanor Purslow, HRD; Jon Mathews, Director of Operations; Joan Harvey, DSM; and Rob Mallinger, Controller.

Outaouais is the French-Canadian word for the Ottawa River, and it is now also the name of the beautiful new conference facility at **Fairmont Le Château Montebello** that overlooks it. The state-of-the-art facility includes 4200 square feet (390 square meters) of function space, which can accommodate 320 dinner Guests.

The Fairmont Dallas celebrated its 40th anniversary this year! Over the past four decades, many dignitaries and special Guests have made the hotel their Dallas home, including two Colleagues who have been part of the hotel family since opening day. Congratulations to Jessie Chavarria, Stewarding Supervisor, and Wanda Hudson, Cafeteria Supervisor, for their inspiring long service!

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myguests / myservice

Warmth, empathy and sincerity are hallmarks of the engaging service that turns moments into memories for our Guests.



Anticipatory service is part of the Fairmont experience, and that made **Fairmont Towers Heliopolis** the ideal host for members of the Presidential Travel Support Office during Barack Obama's historic visit to Egypt in June. Following the event, key members of the hotel team received certificates of appreciation, personalized for each individual.

One read, in part: "Your unique abilities, coupled with your superb attitude and professionalism, enabled our Office to provide outstanding logistical support for the President."

When *Preview Bermuda* magazine set out to profile local hospitality representatives, they found an ideal candidate at **The Fairmont Southampton**. "[Helping people] just comes naturally, like it was what I was made to do," Deanna Van Putten, Concierge Agent, is quoted as saying in an article entitled, "Our Ambassadors." "I love my job, as I love living in Bermuda. I wouldn't do anything else."

Eco-Meet has arrived at **Fairmont Singapore**, the first offering of its kind in "the Lion City." Banquet and Catering Services officially introduced the program with a special presentation for the Sales & Marketing Team that shared the four elements of Eco-Meet: Eco-Accommodation, Eco-Service, Eco-Programming, and Eco-Cuisine.

mywellness

Fairmont is committed to the health and safety of Colleagues, Guests and visitors. We enjoy "sound mind and body" when we take care of others and ourselves.



Fairmont Scottsdale celebrated a proud "first" earlier this year when Colleagues worked an entire quarter without a single lost time accident. As a special reward, "Safety Sam," the resort's safety mascot, held a US\$1,000 random draw for all Colleagues. Congratulations to Javier Campa, Banquet Cook, for taking home the prize!

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FAIRMONT HOTELS & RESORTS

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Our *Dialogue* Editorial & Design Team thanks our many contacts from across our Fairmont family for their invaluable contributions to every issue!