

Accor, a city with
 470,000 live-in guests
 Over 4,200 hotels, more than 500,000 rooms,
 19 million square meters, 90 countries,
 145,000 employees, more than 100 different job
 categories.
 131 million meals served a year,
 Energy consumption of 14.9 GWh,
 3.3 million tonnes of CO₂ equivalent,
 2.28 million tonnes of waste.

A committed, responsible, pioneering leader

Committed to sustainable development since 1994, Accor structured its approach in 2006 with the creation of **EARTH GUEST**. This ambitious program is organized into two major sections, each of which includes eight strategic priorities: **EGO**, to act in favor of people, and **ECO**, to protect the environment. In 2006, the Group committed to achieving specific goals by 2010 and the time has come to evaluate its performance. The results are very positive, although there are a few points that need to be improved. Accor shares the results of this audit openly and transparently and confirms its determination to go even further, looking forward to 2015. The goal is to remain a leader and driver of sustainable development in the hotel industry, to continue improving the Group's environmental and social performance and, most importantly, to reinvent hotels sustainably.

AWARDS

- the **Tourism for Tomorrow Awards 2010** from the World Travel & Tourism Council, in the Global Tourism Business category. This prestigious award recognizes the Group's sustainable development commitment. It was awarded following the audit of 15 hotels in 5 countries.
- the **Global Vision Awards** from *Travel + Leisure* magazine honored Accor for its commitment to combating child sexual tourism.



The 4th Earth Guest day

On April 22, 2010, employees in 71 countries participated in this once-a-year event to support sustainable development. The agenda included collective initiatives to promote local development, health and the environment.

Earth Guest: very positive Results

With the launch of the Earth Guest program in 2006, Accor set quantified targets to achieve by end 2010. Here's a quick review of five years of commitment and actions.

COMMITMENT REWARDED

Accor's policy and initiatives have been recognized by experts and regularly receive awards, as was the case in 2010. Accor is the only hotel group present in the **four main socially-responsible investment stock indexes** – Dow Jones Sustainability (SAM), ASPI Eurozone (Vigeo), FTSE4Good (EIRIS) and Ethibel Sustainability – and has been since 2004. Every year, these extremely selective stock-market indexes evaluate Accor's performance and progress compared to that of its competitors and the sector as a whole.



FTSE4Good Index Series



EARTH GUEST

EGO project

1. CONTRIBUTING TO LOCAL DEVELOPMENT

Support the economic development of host communities through long-term partnerships and promote fair trade.

2. PROTECTING CHILDREN

Train employees and inform customers about the fight against child sex tourism.

3. FIGHTING AGAINST EPIDEMICS

Deploy preventive measures and combat major epidemics, in particular HIV/AIDS and malaria.

4. PROMOTING BALANCED FOOD

Provide customers with a more balanced food selection and combat obesity.

EGO: to support human well-being

EVALUATION OF THE EGO PROJECT (2006-2010)

The EGO project is organized around four priorities that contribute to the well-being of people: local development, protection of children, the fight against epidemics and promoting a balanced diet.

1. Contributing to local development

Procurement is one of the main levers available to Accor to support economic development.

- **Fair trade.** Accor continues to develop this long-standing commitment and buys fair-trade products in 21 countries, 4 more than in 2006. In France, Accor was the largest buyer of Fairtrade-Max Havelaar hot beverages (not counting large and medium-sized supermarkets) with 335 tonnes of hot beverage products purchased in 2010, 11% more than in 2009.

- **Supporting local farmers.** Alongside Agrisud International, Accor has expanded its support to include 300 market-gardening cooperatives involving more than 1,500 people. The goal is to expand and diversify production so as to increase revenue. In addition, Accor hotels in the country commit to sourcing products from these cooperatives in order to secure and perpetuate their market outlets. Launched in Cambodia in 2004, the project has been extended to southern Morocco in 2010 and will soon be rolled out in Brazil.

2. Protecting children

Accor's commitment to combating the sexual exploitation of children, initiated in South-East Asia in 2001, has since acquired global scope. Working alongside ECPAT (End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes), Accor has actively promoted the Child Protection Code of Conduct prepared by ECPAT and the World Tourism Organization. At year-end 2010,



Sorting cocoa pods

Accor had signed this code in 33 countries, compared with 16 in 2006. Accor has developed a three-step system for its approach to guarantee effective action in the field:

- **alerting and training employees**

In 2010, over 10,000 employees were trained to avert risks and react when faced with these difficult situations. Since 2006, thanks to the commitment of Accor's human resources teams, 50,000 employees have been trained by the ECPAT network;

- **raising the awareness of guests and suppliers**

In committed countries, hotels display ECPAT awareness-raising campaigns. In Austria, Germany and Switzerland, Accor took part in the first international prevention campaign targeting sexual exploitation of children by tourists. This campaign, called Witness – Zeuge, is managed by the three governments, in cooperation with ECPAT, Interpol and a number of tourist industry federations.

In 2008, Accor included a clause relating to the fight against child sexual tourism in its Sustainable Procurement Charter signed by suppliers.





Everyone on board

In the United States, Motel 6 and Studio 6 have formed a partnership with AMBER Alert, the initiative to combat child abduction run by the United States Department of Justice. The goal is for each of the 14,000 employees working for these brands to serve as a link in the chain of vigilance. Once a kidnapping alert has been issued, employees can help to locate abducted children. In France, messages issued by the Alerte Enlèvement system are now regularly posted on the French version of the accorhotels.com website.



• Developing links with authorities

In 2010, Accor participated in drafting a "Manual for reporting procedures", alongside ECPAT France and the International Police Cooperation Department of the French Interior Ministry. The goal is to set up procedures for reporting tourists who engage in sexual tourism to the appropriate authorities and to protect children who are victims of abuse by working with local non-profit organizations. The guide is gradually being rolled out in Accor hotels.

Thanks to its effective and recognized know-how, Accor is leading the way in the hotel industry. One example was in South Africa for the Football World Cup in 2010, where Accor took the initiative of sharing the training tools provided with industry counterparts, to help them prepare their staff members.

3. Fighting against epidemics

This action is based on three priorities: protecting employees, raising guest awareness and mobilizing the tourism sector.

• **Protecting employees.** In 2007, Accor launched the ACT-HIV program aimed at hotel managers. In 2010, plans for action and combating HIV/AIDS were rolled out in 32 countries for 40,000 employees. On World AIDS Day, teams in 30 countries organized initiatives to raise awareness and promote prevention alongside local NGOs.



• **Raising guest awareness.** Accor is continuing with its "Going on a Trip" prevention campaign, in cooperation with Air France. Some 2,000 hotels in 16 countries are equipped with condom dispensers for the use of guests and employees. In early 2010, Accor launched the Pasteurtravel.com health information website in partnership with Institut Pasteur.

• **Mobilizing the tourism industry.** Since 2006, Accor has been a member of the Global Business Coalition (GBC) to combat HIV/AIDS, tuberculosis and malaria, with the goal of internationalizing its commitments and encouraging other players in the tourism sector to get involved.

4. Promoting balanced nutrition

The Group's goal here is to make it easier for guests to eat a balanced, healthy diet by providing special menus in its various hotel brands. For instance, the Nutritional Balance program devised by Edenred is offered in ibis restaurants in France and Spain.

At Novotel, 35 countries offer a balanced-eating option in children's menus. In early 2011, Novotel hotels in Belgium organized a workshop allowing younger guests to vote for a new menu combining balanced nutrition, delicious taste and the use of seasonal produce.



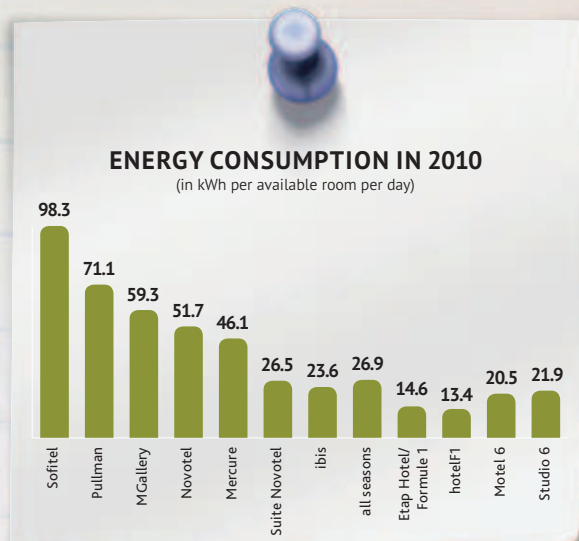
ECO: to protect the environment

EVALUATION OF THE ECO PROJECT (2006-2010)

The goal of the ECO project is to reduce the impact of a hotel's activities on the environment. It is structured around four major priorities: energy, water, waste and biodiversity. To achieve its goals, Accor relies on close, day-to-day management of actions and on its expertise in sustainable construction.

To ensure aligned, effective action, Accor has implemented a number of very demanding initiatives across the Group:

- **the Accor Hotels Environment Charter**, a system designed to make progress on the environmental front that recommends 65 concrete actions. Some 3,706 hotels – representing 90% of the network – applied the Environment Charter in 2010, including all owned and leased hotels, in line with the 2010 target. Another noteworthy result is that 73% of franchised hotels apply the Charter, representing a 32-point increase compared to 2006;
- **OPEN:** Accor's environmental management tool allows hotel general managers to publish and monitor their performance in energy, water and waste. New functionalities are regularly added to this unique resource, designed in 2005, such as an indicator for comparing the hotel's performance with that of other hotels and a tool for monitoring greenhouse gas emissions. While the Group did not set a particular rollout target in 2006, today the tool is used by 3,500 hotels;
- **certifications.** In all, 495 hotels have been awarded environmental certification: 353 ISO 14001-certified hotels including 326 ibis hotels, 84 EarthCheck-certified hotels including 78 in the Novotel network and 58 Green Key Eco-Rating-certified hotels including 43 Motel 6 units. With only 12% of hotels certified, Accor has not achieved its target of 20%. However, with the UK joining the program and the current certification of 105 Novotel hotels, the Group is continuing to step up the pace of its certification program.



5. Managing energy consumption

In 2010, the 2,735 owned, leased and managed hotels consumed 5,193 GWh and emitted 2,045,000 tonnes of CO₂ equivalent. Between 2006 and 2009, the Group reduced its energy consumption by 8%. However, in 2010, the business recovery and the harsh winter – particularly for the 1,400 hotels in France – caused a break in this trend. All in all, Accor reduced its energy consumption by 5.5% between 2006 and 2010. Today, 85% of owned and leased hotels are equipped with compact fluorescent light bulbs for 24/24 lighting, 116 hotels produce hot water using solar thermal panels, of which 73 equipped since 2006. Since this technology is still too expensive compared to the economic benefits generated, Accor has decided to review the pace of rollout while stepping up research and experiments involving other available technologies. On the mobility front, Accor is preparing for the arrival of the first mass-market electric cars. Three hotels in Spain and six in Paris have been chosen as pilot sites to test electric car charging points.



ECO PROJECT

5. MANAGING ENERGY CONSUMPTION

Improve energy efficiency and reduce consumption through tight management while promoting the use of renewable energy sources.

6. CONSERVING WATER

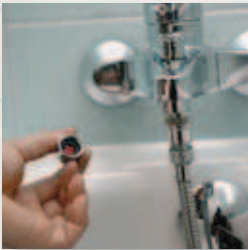
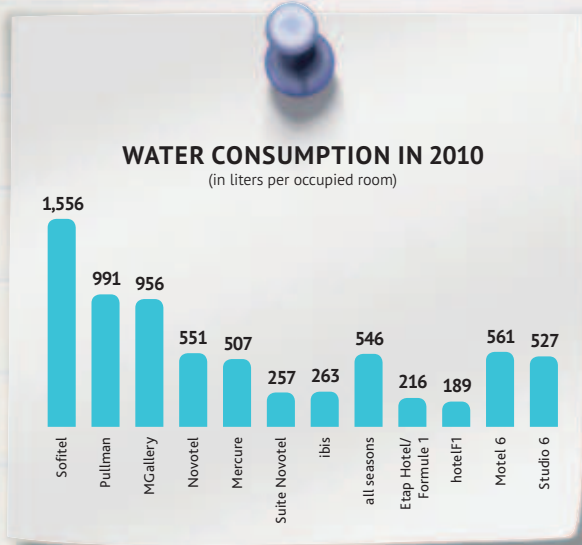
Reduce water consumption, recycle wastewater and reduce emissions. Raise awareness among employees and customers.

7. PRODUCING LESS WASTE

Recycle more and better, and limit the amounts of waste produced.

8. PROTECTING BIODIVERSITY

Introduce sourcing and management practices for green areas that respect biodiversity. Raise awareness among customers and employees, in partnership with associations.



6. Conserving water

Water is a vital resource and a priority of the Earth Guest program. In 2010, the 2,735 owned, leased and managed hotels consumed 45 million cubic meters of water. Accor succeeded in beating its target, with a 12%-reduction in water consumption per occupied room. It achieved this fine performance through such measures as installing water flow regulators in 93% of the owned hotels and recycling gray water in 173 hotels.

7. Producing less waste

Accor carries out many initiatives to limit its production of waste and improve waste processing. Some 53% of owned hotels recycle paper, cardboard and glass, and 88% process batteries and compact fluorescent tubes/bulbs. Disparities between recycling facilities from one country to another combined with the variety of waste produced by a hotel – in particular during construction or renovation projects – make this a very complex issue. Accor failed to meet its targets in this area. To remedy the shortfall, it has strengthened its tools and actions, primarily by:

- rolling out an **OPEN management module** aimed at more accurately quantifying the waste produced and recycling practices. It is used by owned, leased and managed hotels in the UK and at Thalassa sea & spa in France. The next country scheduled for rollout is Brazil;
- collecting **800 old mobile phones** from employees in head offices in France. The almost €3,000 collected from recycling or re-using these phones was donated to a project supported by the Accor Foundation, which aims to foster integration of young people from underprivileged neighborhoods by getting them involved in rugby;

Responsible sourcing

In 2003, Accor launched the Sustainable Procurement Charter to publicize its commitments and share them with suppliers. The Group has since strengthened its standards and also measures the social and environmental performance of its suppliers. After a pilot phase conducted with 53 of them, another 100 suppliers will be assessed in 2011. Sustainable development criteria are integrated in the different phases of the procurement process to encourage the most responsible product and service solutions. For instance, this approach has been applied for the new Novotel room, where the wood-particle boards used comes from sustainably managed forests, and carpets have the GUT label, a European certification program that guarantees environmentally-friendly and user-friendly rugs and carpets. In addition, procurement teams in the different countries commit to Group priorities depending on the local situation.



- **the eco-design approach** implemented by Lenôtre, a pioneer among luxury caterers, has led to the development of a 100%-biodegradable, recyclable meal tray that has reduced production-related greenhouse gas emissions by 50%;
- **a partnership** was launched in late 2010 with the Soft Landing program in Australia, which aims to optimize recycling of mattresses while helping disadvantaged people to find employment. The first three hotels concerned have already recycled more than 260 mattresses.

8. Protecting biodiversity

The hotel industry has a role to play in preserving biodiversity, notably through:

- **food.** Some 1,100 hotels use organic farming produce. Accor has also improved its practices with regard to fish and seafood products. In China, for instance, 63% of the hotels have already removed shark fin soup – a much-appreciated national delicacy – from their menus;
- **protection of the natural environment.**

With 76% of hotels involved in local environmental or tree-planting initiatives, the Group failed to achieve the target set, despite a 26-point improvement since 2006.

SUSTAINABLE CONSTRUCTION

Accor has real expertise in environmental construction and continuously reinforces its standards by relying on pilot schemes such as:

- **Motel 6 Northlake** in the US. The hotel obtained Leadership in Energy and Environmental Design (LEED) certification in the summer of 2010. Motel 6 is the first budget-hotel brand to obtain this benchmark certification. The program includes the regulation of room temperatures, use of recycled materials, solar panels to heat water and reduced water consumption for all basins, showers and toilets;



Pullman is Bee Friendly

In France, Pullman has made a commitment to protect bees, which are an essential link in the biodiversity chain. The brand sponsors a hive for every hotel, has added dishes containing honey to its restaurant offer and has donated €100,000 to the Abeille Sentinelle research program led by the Oniris veterinary center for wild fauna and eco-systems.

- **all seasons Troyes Centre** in France.

This franchised hotel, opened in late 2010 and designed to comply with sustainable development criteria, meets France's BBC building energy-efficiency standards. Preference is given to natural lighting, along with additional thermal insulation, heat pumps for air conditioning and heating, thermal solar panels, rainwater collection systems, green roofs, etc. It consumes 50% less energy than a conventional building.



all seasons Troyes Centre – France

Earth Guest 2006-2010

Tangible results

2006-2010 OBJECTIVES	2006	2010 RESULTS	ACHIEVEMENT
LOCAL DEVELOPMENT			
Increase distribution of Fairtrade-Max Havelaar products.	17 countries. France: 187 tonnes purchased.	21 countries. France: 335 metric tons purchased.	😊
Increase the number of projects supporting local production.	Support for 70 market-gardener cooperatives. One project with the NGO Agrisud International in Cambodia.	Support for 300 market-gardener cooperatives. Four projects with Agrisud International in Cambodia, Morocco and Brazil.	😊
PROTECTION OF CHILDREN			
Sign the ECPAT Child Protection Code of Conduct in Africa and Europe.	16 signatory countries altogether, of which 2 in Europe.	33 signatory countries altogether, of which 12 in Sub-Saharan Africa and 6 in Europe.	😊
Bolster employee training.	6,000 employees trained since 2003, or 2,000/year.	50,000 employees trained between 2006 and 2010, or 10,000/year.	😊
FIGHTING AGAINST EPIDEMICS			
Employees: Disseminate the ACT-HIV tool in all hotels to combat HIV/AIDS.	Assessment of employee HIV/AIDS prevention training	Creation of the ACT-HIV tool in 2007. ACT-HIV deployed in 32 countries. 40,000 employees trained.	😊
Guests: Pursue campaigns to prevent HIV/AIDS and malaria.	190 hotels equipped with condom dispensers.	"Going on a trip" campaign (2007). Pasteurtravel.com health information website with Institut Pasteur (2010). 2,000 hotels equipped with condom dispensers.	😊
PROMOTING BALANCED NUTRITION			
Roll out a balanced-menu offering in new countries and new brands.	ibis: balanced menus in France.	ibis: balanced menus in France and Spain. Novotel: balanced option in children's menus in 35 countries.	😊
ENVIRONMENTAL MANAGEMENT			
20% of hotels certified (ISO 14001, EarthCheck).	207 hotels, i.e. 5%.	495 hotels, i.e. 12%. 105 in the process of obtaining certification.	😊
100% of owned and leased hotels implement the actions of the Accor Hotels Environment Charter.	93% of owned and leased hotels; 41% of franchised hotels.	100% of owned and leased hotels. 73% of franchised hotels.	😊
ENERGY			
10%-reduction in consumption per available room in owned and leased hotels.	Reference year.	5.5%-reduction (comparable scope of reporting).	😊
100% of owned and leased hotels equipped with low-consumption light bulbs.	73%	85%	😊
200 hotels equipped with solar panels.	43	116	😊
WATER			
10%-reduction in consumption per occupied room in the owned and leased hotels.	Reference year.	12%-reduction (comparable scope of reporting).	😊
100% of owned and leased hotels equipped with water-flow regulators.	79%	93%	😊
WASTE			
70% of owned and leased hotels recycle paper, cardboard and glass.	45%	53%	😊
95% of owned and leased hotels process used batteries and compact fluorescent tubes/bulbs.	53%	88%	😊
BIODIVERSITY			
100% of hotels engaged in actions to preserve the natural environment or plant trees.	50%	76%	😊

Achievement indicator scale

😊 Result meeting or exceeding target objective. 😊 Result close to objective or showing genuine progress. 😊 Area of improvement.

Ambition 2015

Reinventing hotels sustainably

Today, Accor's sustainable development policy is entering a new phase. In 2011, the Group will publish its priorities and targets for 2015. The key focus will be on reinventing hotels sustainably.

REINVENTING MEASUREMENT OF ENVIRONMENTAL IMPACT

Taking inspiration from the multi-criteria life-cycle analysis approach, in 2010 Accor was the first hotel group to carry out a quantified audit of its environmental impact. The goal is to accurately identify its impact and prioritize areas for progress to achieve a significant reduction in its environmental footprint. The results of this analysis will serve as a guideline when defining targets for 2015.

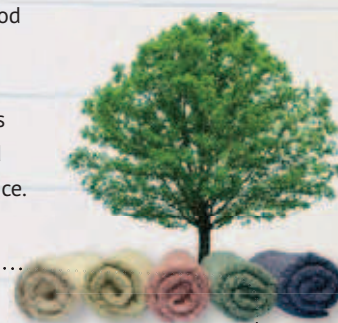
For example, 70% of the waste generated is produced during construction and renovation programs and "only" 8% from direct hotel operations. Thus, if the Group genuinely wants to implement an effective waste reduction and management policy, it must first address hotel construction and renovation issues. The project was launched in early 2011 with the first implementation of *Seconde Vie* (Second Life), a project that gives a new life to unneeded furniture by selling it on the second-hand market.

REINVENTING INDUSTRY INVOLVEMENT

Accor firmly believes that to bring about a radical change in hotel practices it is essential to actively involve the industry as a whole. In early 2011, Accor launched Earth Guest Research, a free, open platform for sharing knowledge and expertise on sustainable development for the hotel industry, with the goal of helping all industry players to improve in this area. To inaugurate the platform, Accor published the results of the first major international survey of hotel guests' expectations with regard to sustainable development, which was conducted in six countries.

REINVENTING HOTEL MANAGEMENT

To improve the energy performance of its hotels, Accor is implementing an innovative initiative with "retrocom", an audit process that guarantees tangible, immediately-effective recommendations on reducing energy and water consumptions that require no investment. The Group is increasingly experimenting with new technologies. Several pilot hotels, for example, are currently testing a thermodynamic composter that transforms food waste into fertilizer. Lastly, improved energy performance is also the declared objective of the Plant for the Planet project, which reinvents the use of bath towels, giving real meaning and effectiveness to a common hotel industry practice.



Plant for the Planet

"Here, YOUR towels plant trees" is the slogan of the "Plant for the Planet" project launched in 2009. The principle is that hotels finance seven reforestation projects with laundry savings generated by guests who agree to keep their bath towels for more than one night. "5 reused towels = 1 tree planted". This innovative project, already deployed in 1,200 hotels, has so far financed the planting of 1.7 million trees. The approach also includes a strong societal dimension that aims to improve the living conditions of the local population. To take this idea further, at the end of 2010, market gardeners participating in the Accor project in Senegal began to supply fruit and vegetables to the two Accor hotels in the country.

Managing the sustainable development process

Stakeholders	At stake	Objectives ⁽¹⁾ set in 2006 for year-end 2010
SHAREHOLDERS	Ensure compliance with the corporate governance principles for listed companies, as described in the AFEP-MEDEF reports on corporate governance.	Assess the Board of Directors' efficiency and effectiveness. Pursue measures to improve efficiency, especially through a more streamlined organization with a leaner Board and three specialized committees instead of five.
	Ensure the transparency of financial and strategic information about the Company provided to financial markets.	Deepen relationships with individual and institutional shareholders through more instructive content and greater responsiveness.
CUSTOMERS	Satisfy customers' needs and requests.	Pursue the brand audit program to ensure service quality in all chains. Deploy satisfaction surveys in all hotels worldwide.
	Guarantee superior service.	100%-certification for the ibis network in Europe, Morocco and Brazil and deployment in new countries.
	Ensure customer safety and security.	Continue to deploy safety, security, crisis management and crisis communication training programs. Introduce a safety/crisis management module for managers with the Accor Academy. To manage sensitive situations and crises, organize training programs and regular drills for teams with decision-making responsibility at all levels.
	Promote good health through wholesome, balanced diets.	Deploy a balanced nutrition offering in new countries and new hotel brands.
	Build customer awareness of HIV/AIDS and malaria prevention.	Pursue HIV/AIDS and malaria prevention initiatives.
	Promote diversity in employee profiles and career paths and ensure equal opportunity.	No objective set for 2006-2010. Renew and extend the compensation surveys. Take action to reduce differences as necessary. Sign a new Group-level agreement for the period 2009-2011.
EMPLOYEES	Provide compensation in line with local practices.	Conduct systematic compensation surveys and audits outside France and continue to develop an overall compensation policy.
	Improve employee training programs.	Guarantee one training session per person per year.
	Promote job mobility.	Organize one performance appraisal per person per year. Continue to promote international career opportunities.
	Promote social dialogue.	Maintain constructive discussions with employee representatives.

(1) Through these commitments to achieve its goals, Accor applies the 10 principles of the United Nations Global Compact.

Situation in 2006	2006-2010 results and 2010 highlights	Achievement indicator
<p>Accor complies with the AFEP-MEDEF corporate governance code for listed companies.</p> <p>In 2006, adoption of a new corporate governance system, based on a Board of Directors, to replace the previous two-tier structure with a Supervisory Board and a Management Board, introduced in 1997.</p> <p>Creation of new specialized committees.</p>	<p>Accor complies with the AFEP-MEDEF Corporate Governance Code for listed companies as amended in December 2008, except with regard to the matters described on pages 78 and 83 of the 2010 Registration Document.</p> <p>In 2007 and 2008: assessment of the Board of Directors' operating procedures and implementation of improvement actions.</p> <p>In 2010: the Board met nine times, with a 96% attendance rate; the three specialized committees met a total of 17 times, with a 77% attendance rate; the Board of Directors' Code of Conduct was amended to prohibit directors from participating, directly or indirectly, in the sale of any of the Group's hotel assets for any amount whatsoever.</p>	→
<p>Meetings with 580 representatives of 353 financial institutions. Organization of 31 roadshows and participation in three international conferences. Organization of an Investor Day. Contact with over 2,000 individual shareholders through meetings, tours and trade shows.</p>	<p>Every year: meetings with more than 500 representatives of over 200 financial institutions, contact with more than 500 individual shareholders, organization of around 20 roadshows worldwide. Four Investor Days between 2006 and 2010.</p> <p>In 2007, creation of a working group comprising 15 members of the Shareholders Club, who meet twice a year.</p>	↗
<p>100% for hotelF1, Etap Hotel, ibis and Mercure in Europe. 90% for Novotel in Europe. 65% for Sofitel around the world (Europe, Asia and Africa).</p>	<p>All of the hotels have been audited, except for Motel 6 in the United States.</p> <p>Creation in 2008 of a Guest Satisfaction Survey (GSS) with results permanently posted online for consultation by frontline staff and hotel brands.</p> <p>The survey tool has been deployed in 3,670 hotels worldwide, representing 90% of the network.</p>	↗
<p>610 ibis hotels certified, 80% of the network.</p>	<p>758 ibis hotels certified in 21 countries, 84% of the global network, and 100% of the ibis network in Europe, Morocco and Brazil.</p>	↗
<p>350 hotel general managers trained in France.</p>	<p>More than 1,000 hotel general managers trained worldwide between 2006 and 2010.</p>	↗
<p>No crisis management system aligned at corporate level in place yet.</p>	<p>Between 2006 and 2010: creation of a crisis management system and deployment across the entire Group. Training for members of crisis units.</p> <p>In 2010: crisis units activated to manage several natural disasters, health issues (AH1N1) and political events. Business continuity plans prepared to help headquarters and hotels respond to natural disasters, health problems and other events.</p>	↗
<p>ibis involved in Nutritional Balance program in France.</p>	<p>ibis involved in Nutritional Balance program in France and Spain.</p> <p>Novotel: "Balanced meal" option in children's menus deployed in 35 countries.</p>	→
<p>190 hotels with condom dispensers.</p>	<p>Creation in 2007 and subsequent distribution of two films on preventing HIV/AIDS and malaria. Condom distributors for customers and employees in 2,000 hotels. Launch of the Pasteurtravel.com health information website for travelers in early 2010.</p>	↗
<p>Women account for 51% of workforce and 44% of managers.</p>	<p>Women account for 50% of workforce and 43% of managers.</p>	N/A
<p>No significant difference noted in men and women's compensation.</p>	<p>In France, annual calculation of average salary differences between men and women (frontline staff, supervisors, managers) so that corrective measures may be introduced.</p>	→
<p>Percentage of disabled employees: 3.51%.</p>	<p>Percentage of disabled employees: 3.79%.</p> <p>Signature in 2009 of a new Group agreement covering 2009-2011.</p>	→
<p>Regular surveys show salary policy to be in line with market practices.</p> <p>Surveys conducted in 2006: Asia, for management positions; France and Brazil for all positions.</p>	<p>Regular compensation surveys by job track, business or region. In 2010: surveys in France, Spain, Portugal, the Middle East, Egypt and Switzerland; reviews of executive committees in the United Kingdom, of the regional multi-brand support functions in Singapore and of Sofitel worldwide.</p>	→
<p>169,700 employees attended at least one training session.</p> <p>Training budget as a % of total payroll: 2.2%.</p>	<p>110,183 employees attended at least one training session.</p> <p>Training budget as a % of total payroll: 1.9%.</p>	→
<p>2005-2006: 70% of employees had an annual appraisal.</p>	<p>2009-2010: 73% of employees had an annual appraisal.</p>	→
<p>Around 20,000 employees changed their job category and/or region.</p>	<p>In 2007, creation of a Group international mobility policy and a dedicated team to manage it.</p>	→
<p>June 2005-July 2006: 46 collective agreements.</p>	<p>2010: 28 collective agreements signed.</p>	→

↗ Result meeting or exceeding target objective. → Result close to objective or showing genuine progress. ↘ Area of improvement. N/A No objective set.

Managing the sustainable development process


Stakeholders	At stake	Objectives ⁽¹⁾ set in 2006 for year-end 2010
EMPLOYEES	Ensure employee health and safety.	Pursue actions to reduce work-related accidents and occupational diseases.
		Deploy the ACT-HIV program in all hotels to lead the fight against HIV/AIDS.
EMPLOYEES	Improve employee recognition and satisfaction.	Deepen understanding of the local social safety net and continue to deploy medical coverage and benefits in the event of death or disability.
		Ensure that all employees participate in a survey of their unit at least once every two years.
SUPPLIERS	Take into account supplier-related social and environmental risks.	Determine operational priorities for applying the Sustainable Procurement Charter.
	Raise supplier awareness of sustainable development practices and help them integrate them into their operations.	Set up a program with at least one network of service providers in 20 countries.
ENVIRONMENT	Deploy the Environment Charter.	Apply the Hotel Environment Charter in all owned and leased hotels. Launch an independent data control process.
		Apply the Environment Charter in headquarters and offices of all Accor units.
	Pursue the sustainable development certification process.	Obtain environmental sustainable development certification in 20% of Accor hotels.
	Integrate eco-design criteria into product development.	Integrate environmental criteria in the choice of hotel products, from complimentary bathroom items to room construction materials.
	Manage energy use.	Reduce consumption by 10% per room in owned and leased hotels.
		Equip all owned and leased hotels with energy-efficient lamps.
	Promote the use of renewable energy sources.	Increase the number of hotels equipped with solar thermal panels by a factor of five to 200.
	Manage water use.	Reduce consumption by 10% per occupied room in owned and leased hotels.
		Equip all owned and leased hotels with flow regulators.
	Manage waste.	Recycle paper, cardboard and glass in 70% of owned and leased hotels.
Process batteries and compact fluorescent tubes and light bulbs in 95% of owned and leased hotels.		
Develop green purchasing.	Increase the number of hotels serving organic products.	
	Increase the number of hotels offering eco-labeled products.	
Protect biodiversity.	All hotels to take part in environmental-protection or tree-planting initiatives.	
LOCAL COMMUNITIES	Support local economic and social development.	Extend the distribution of Fairtrade-Max Havelaar products.
		Increase the number of projects supporting local production.
		Plant for the Planet objective for 2012: finance the planting of 3 million trees through 7 reforestation projects with strong social impact.
	Lead the fight against sexual tourism involving children.	Formalize the Group's commitment in all host countries in Africa. Extend the approach in Europe. Strengthen in-house training through Accor Academy's "Accor Manager" program.
	Identify risks of local corruption.	Deploy the guide for combating corruption to raise awareness and train employees in business ethics within each skills cluster, business or region.
Develop and structure solidarity initiatives.	Increase the number of projects in host countries.	


(1) Through these commitments to achieve its goals, Accor applies the 10 principles of the United Nations Global Compact.

Situation in 2006	2006-2010 results and 2010 highlights	Achievement indicator
Work-related accident frequency rate: 21.1.	Work-related accident frequency rate: 13.6.	↗
Survey of the current situation with regard to raising employee awareness of HIV/AIDS prevention.	Creation of the ACT-HIV tool in 2007 and subsequent deployment and implementation of national action plans in 32 countries. 40,000 employees trained in 2010.	→
Definition of a minimum package offering health insurance and death benefits to employees and their families in Africa, following a 2005-audit of local healthcare systems.	Ongoing review of existing coverage and extension of healthcare and other coverage, depending on local needs. Benefits include insurance and a complete range of healthcare coverage, including routine care, hospitalization, maternity benefits and eye care.	→
In 2005-2006, more than 50,000 employees took part in an internal opinion survey. 86% of the people surveyed said they were proud to work for Accor.	In 2009-2010, 69,340 employees took part in an internal opinion survey organized in their unit and coordinated at corporate level. 86% of the people surveyed said they were proud to work for Accor.	→
Inclusion of the Accor Sustainable Procurement Charter in international contracts and in nationwide contracts in three countries.	Strengthening of the Accor Sustainable Purchasing Charter and inclusion of the Charter in international and nationwide contracts.	↗
No structured program for suppliers in place yet.	Integration of sustainable development criteria in all calls for bids. 11 procurement families include products certified in accordance with a recognized sustainable development standard. Pilot project to assess the social and environmental performance of 53 suppliers and implement support plans if necessary.	→
3,228 hotels apply the Accor Hotel Environment Charter, representing 78% of the network, of which 93% of owned and leased hotels and 41% of franchised hotels.	3,706 hotels apply the Accor Hotel Environment Charter, representing 90% of the network, of which 100% of owned and leased hotels and 73% of franchised hotels. Eight Environment Charter actions verified through quality audits in 2,146 hotels.	↗
No program tailored to offices in place yet.	Introduction of the Accor Offices Environment Charter to offices in 2008 and widespread deployment.	↘
207 hotels certified, 5% of the network.	495 hotels or 12% of the network with ISO 14001, EarthCheck or Green Key Eco-Rating (Motel 6) certification. 105 hotels in the process of being certified.	→
Use of wood certified by the Forest Stewardship Council (FSC) or the Programme for the Endorsement of Forest Certification (PEFC) for furniture in ibis and Novotel rooms.	Systematically integrate eco-design criteria into products and rooms, particularly in standardized brands hotels. In 2010: in the United States, Motel 6 Northlake obtained Leadership in Energy and Environmental Design (LEED) certification; in France, the all seasons Troyes Centre was designed in compliance with France's BBC environmental standards, and eco-design criteria were used for the new Lenôtre meal tray, which is fully biodegradable and recyclable.	→
Reference year.	Reduction of 5.5% per room compared with 2006 (based on a constant scope of reporting of 1,582 owned and leased hotels).	→
73% of owned and leased hotels equipped with energy-efficient lamps.	85% of owned and leased hotels equipped with energy-efficient lamps.	→
41 hotels in Europe equipped with solar thermal panels that produce hot water.	116 hotels equipped with solar thermal panels that produce hot water.	→
Reference year.	12% water consumption reduction per occupied room in owned and leased hotels (based on a constant scope of reporting of 1,582 owned and leased hotels).	↗
79% of owned and leased hotels equipped with flow regulators.	93% of owned and leased hotels equipped with flow regulators.	→
45% of owned and leased hotels recycle paper, cardboard and glass.	53% of owned and leased hotels recycle paper, cardboard and glass.	↘
53% of owned and leased hotels process batteries and compact fluorescent tubes and light bulbs.	88% of owned and leased hotels process batteries and compact fluorescent tubes and light bulbs.	→
More than 450 hotels serve organic products.	More than 1,100 hotels offer organic products.	↗
More than 2,000 hotels serve eco-labeled products.	More than 2,550 hotels offer eco-labeled products.	↗
50% of hotels take part in environmental-protection or tree-planting initiatives.	76% of hotels take part in environmental-protection or tree-planting initiatives.	→
Fair trade products served in hotels in 17 countries. Amount of fairtrade products purchased by Accor hotels in France: 187 tonnes.	Fairtrade products served in hotels in 21 countries. Amount of fairtrade products purchased by Accor hotels in France: 335 tonnes.	↗
One project with NGO Agrisud International in Cambodia. Support to 70 farm cooperatives.	Four projects with NGO Agrisud International, in Cambodia, Morocco and Brazil. Support to 300 farm cooperatives.	↗
-	Project launched in 2009. In April 2011: 1,200 hotels in 37 countries involved and 1.7 million trees financed.	N/A
Accor teams in 16 countries, including two in Europe, have signed the Child Protection Code of Conduct drafted by ECPAT and the World Tourism Organization. 6,000 employees trained between 2003 and 2006 (2,000 per year).	Accor teams in 33 countries, including 12 in Sub-Saharan Africa and 6 in Europe, have signed the Child Protection Code of Conduct drafted by ECPAT and the World Tourism Organization. 50,000 employees trained between 2006 and 2010 (10,000 per year).	↗
Preparation of an in-house guide on preventing corrupt practices. Analysis of the revenue breakdown compared to findings in the Transparency International's Corruption Perception Index.	Guide to preventing corrupt practices finalized and sent to all managers.	→
Numerous community support initiatives undertaken by employees.	Creation of the Accor Corporate Foundation in 2008 to support employee's projects. In 2010, 42 projects financed in 14 countries through the Accor Corporate Foundation, with the support of more than 3,000 employees. Annual budget: €1 million.	↗

↗ Result meeting or exceeding target objective. → Result close to objective or showing genuine progress. ↘ Area of improvement. N/A No comparison with previous years.

Group environmental indicators


Indicators corresponding to Hotel Environment Charter action points are marked with a . Unless otherwise specified, these indicators concern all Accor hotels worldwide, with the exception of Adagio City Aparthotel units and Lenôtre facilities. Thalassa sea & spa facilities apply the same Charter actions as the hotels to which they are attached and their data are consolidated along with those of the hotel. Results are expressed as a percentage comparing the number of hotels implementing a given action to the total number of hotels applying the Charter. Some action points apply only to hotels equipped with special facilities, such as a restaurant or laundry. In this case, the percentage of hotels having implemented these actions is calculated based solely on the total number of hotels concerned.

Indicators for water, energy and greenhouse gas emissions are marked with  and, unless otherwise specified, concern:

- hotels in Europe, North America, Latin America & the Caribbean, Asia, Pacific, Africa & Middle-East;
- Lenôtre's operations (the Plaisir production facility as well as shops and restaurants in France).


Franchised hotels, Adagio City Aparthotel units and Thalassa sea & spa facilities are not included in the scope of reporting. In all, 2,717 hotels reported water, energy and greenhouse gas indicators. Data were audited when reported by Ernst & Young.


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WATER AND ENERGY 	France		Rest of Europe		North America		Latin America and Caribbean		Asia		Pacific		Africa Middle East		Total 2010	Total 2009	Change at comparable scope of reporting
	owned	managed	owned	managed	owned	managed	owned	managed	owned	managed	owned	managed	owned	managed			
Number of hotels	634	32	676	81	653	12	72	91	43	178	58	69	45	91	2,735	2,845	2,540 ⁽¹⁾
Energy used (MWh)	682,663	53,591	1,139,490	223,463	578,387	110,379	100,881	137,115	48,583	1,201,032	145,522	214,398	94,081	463,633	5,193,218	4,943,820	+6%
Water used (thousands of cu. m)	4,027	287	5,999	1,046	9,226	682	1,021	1,934	496	13,231	1,775	2,753	789	3,597	46,868	44,035	-1%

GREENHOUSE GAS EMISSIONS	France		Rest of Europe		North America		Latin America and Caribbean		Asia		Pacific		Africa Middle East		Total 2010	Total 2009	Change at comparable scope of reporting
	owned	managed	owned	managed	owned	managed	owned	managed	owned	managed	owned	managed	owned	managed			
Number of hotels	634	32	676	81	653	12	72	91	43	178	58	69	45	91	2,735	2,845	2,540 ⁽¹⁾
Direct emissions (tonnes of CO ₂ equivalent)	44,850	4,081	80,555	20,681	51,407	9,373	5,396	9,050	4,657	80,792	5,575	5,317	2,839	19,197	390,960	324,313	-6%
Indirect emissions (tonnes of CO ₂ equivalent)	37,710	2,895	330,373	47,717	195,111	33,776	16,763	20,061	20,134	520,521	65,002	123,482	28,608	211,672	1,648,585	1,608,689	+3%


(1) Number of hotels reporting in both years.

MANAGING ENERGY USE 	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting 2010	Scope of reporting 2009	Change at comparable scope of reporting
Number of hotels	1,265	881	859	165	215	187	133	3,705	3,519	3,315⁽¹⁾
Set objectives for reducing use	77%	85%	93%	91%	83%	63%	93%	83%	81%	+10%
Monitor and analyze monthly use	88%	96%	89%	96%	96%	82%	98%	91%	91%	+6%
List potential technical improvements	41%	67%	97%	75%	87%	62%	83%	67%	64%	+11%
Organize preventive maintenance	84%	93%	92%	93%	92%	91%	96%	90%	89%	+7%
Use compact fluorescent lamps for round-the-clock lighting	73%	84%	98%	84%	74%	80%	68%	82%	79%	+10%
Used compact fluorescent light bulbs in rooms	67%	71%	97%	81%	65%	79%	72%	76%	71%	+12%
Insulate pipes carrying hot/cold fluids	78%	89%	83%	87%	82%	77%	93%	83%	80%	+9%
Use energy-efficient boilers	41%	62%	59%	67%	60%	38%	50%	53%	49%	+13%
Use energy-efficient air-conditioning systems	33%	43%	69%	48%	50%	30%	61%	48%	45%	+12%


MANAGING WATER USE 	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting 2010	Scope of reporting 2009	Change at comparable scope of reporting
Number of hotels	1,265	881	859	165	215	187	133	3,705	3,519	3,315⁽¹⁾
Set objectives for reducing use	70%	78%	98%	87%	74%	54%	92%	79%	77%	+10%
Monitor and analyze monthly use	88%	97%	90%	93%	94%	79%	96%	91%	91%	+6%
Use flow regulators on faucets	79%	89%	95%	82%	79%	74%	81%	85%	79%	+13%
Use flow regulators on showers	73%	89%	90%	78%	71%	83%	76%	82%	78%	+10%
Use water-efficient toilets	63%	75%	69%	72%	78%	72%	70%	69%	67%	+8%
Suggest to customers that they reuse towels	82%	90%	96%	89%	81%	91%	89%	88%	87%	+8%
Suggest to customers that they reuse sheets	62%	71%	97%	67%	87%	84%	76%	75%	76%	+6%


PROTECTING THE OZONE LAYER 	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting 2010	Scope of reporting 2009	Change at comparable scope of reporting
Number of hotels	1,265	881	859	165	215	187	133	3,705	3,519	3,315⁽¹⁾
Eliminate installations containing CFCs	44%	70%	91%	59%	52%	52%	71%	64%	61%	+10%
Verify that equipment containing CFCs, HCFCs and HFCs is leak-proof	53%	82%	92%	78%	71%	74%	85%	73%	75%	+4%


(1) Number of hotels reporting in both years.

WASTEWATER 	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting 2010	Scope of reporting 2009	Change at comparable scope of reporting
Number of hotels	1,265	881	859	165	215	187	133	3,705	3,519	3,315⁽⁴⁾
Collect cooking oil	95%	93%	65%	85%	61%	81%	83%	87%	92%	-0.3%
Collect fats	95%	91%	65%	87%	77%	88%	87%	90%	92%	+3%

REDUCING WASTE UPSTREAM	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting 2010	Scope of reporting 2009	Change at comparable scope of reporting
Number of hotels	1,265	881	859	165	215	187	133	3,705	3,519	3,315⁽⁴⁾
Limit the use of disposable packaging for hotel supplies	43%	59%	19%	52%	73%	49%	53%	44%	37%	+23%
Limit individual packaging for hygiene products	45%	50%	99%	38%	52%	21%	25%	57%	50%	+20%

WASTE RESOURCE RECOVERY 	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting 2010	Scope of reporting 2009	Change at comparable scope of reporting
Number of hotels	1,265	881	859	165	215	187	133	3,705	3,519	3,315⁽⁴⁾
Recycle paper/cardboard packaging	75%	92%	44%	83%	78%	84%	64%	72%	69%	+9%
Recycle paper, newspapers and magazines	64%	94%	40%	90%	89%	80%	62%	69%	63%	+14%
Recycle glass packaging	69%	93%	34%	83%	77%	72%	65%	68%	65%	+10%
Recycle plastic packaging	40%	76%	38%	87%	79%	72%	58%	55%	49%	+16%
Recycle metal packaging	35%	71%	48%	85%	78%	60%	42%	53%	49%	+14%
Recycle organic waste from restaurants	9%	55%	26%	26%	59%	26%	23%	34%	34%	+4%
Recycle green waste from lawns and gardens	67%	70%	26%	34%	48%	54%	42%	51%	48%	+12%
Organize waste sorting in hotel rooms	14%	20%	24%	68%	57%	35%	35%	24%	22%	+17%

MANAGEMENT OF HAZARDOUS INDUSTRIAL WASTE 	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting 2010	Scope of reporting 2009	Change at comparable scope of reporting
Number of hotels	1,265	881	859	165	215	187	133	3,705	3,519	3,315⁽⁴⁾
Dispose of hotel batteries safely	92%	94%	93%	83%	70%	55%	51%	88%	87%	+7%
Dispose of customer batteries safely	73%	67%	74%	75%	51%	22%	17%	66%	60%	+17%
Recycle electrical and electronic appliances	66%	87%	15%	57%	56%	41%	29%	56%	51%	+15%
Recycle toner cartridges	96%	99%	90%	86%	79%	83%	70%	92%	92%	+6%
Dispose of compact fluorescent tubes and light bulbs safely	82%	94%	93%	71%	77%	54%	35%	83%	80%	+11%

BIODIVERSITY 	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting 2010	Scope of reporting 2009	Change at comparable scope of reporting
Number of hotels	1,265	881	859	165	215	187	133	3,705	3,519	3,315⁽¹⁾
Reduce the use of insecticides	52%	71%	71%	73%	72%	59%	71%	65%	59%	+13%
Reduce the use of herbicides	44%	65%	70%	68%	57%	56%	69%	59%	54%	+13%
Reduce the use of fungicides	32%	61%	66%	66%	53%	48%	60%	52%	49%	+11%
Use organic fertilizers	55%	63%	47%	78%	54%	63%	79%	57%	55%	+7%
Choose plants suitable to the local environment	65%	75%	82%	89%	71%	80%	94%	75%	67%	+17%
Plant at least one tree a year	53%	60%	88%	80%	72%	72%	85%	67%	68%	+5%
Support a local environmental initiative	27%	51%	49%	73%	79%	57%	80%	46%	46%	+7%

ENVIRONMENTAL MANAGEMENT	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Total 2010	Change 2009-2010
Average number of actions deployed	37	43	43	40	35	38	37	40	+1 action point

RAISING EMPLOYEE AWARENESS	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting 2010	Scope of reporting 2009	Change at comparable scope of reporting
Number of hotels	1,265	881	859	165	215	187	133	3,705	3,519	3,315⁽¹⁾
Raise environmental awareness among employees	90%	93%	88%	88%	79%	83%	97%	90%	89%	+7%
Integrate environmental protection into all job categories	86%	94%	95%	90%	85%	87%	91%	90%	86%	+11%

RAISING CUSTOMER AWARENESS	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting 2010	Scope of reporting 2009	Change at comparable scope of reporting
Number of hotels	1,265	881	859	165	215	187	133	3,705	3,519	3,315⁽¹⁾
Raise environmental awareness among customers	74%	87%	97%	92%	88%	88%	88%	86%	79%	+8%
Provide customers with environmentally-friendly transportation alternatives	54%	76%	67%	32%	69%	73%	29%	62%	64%	-5%

HUMAN RESOURCES INDICATORS

the women and the men of Accor, worldwide

As of December 31, 2010, Accor employed 143,939 people, compared with 144,421 a year earlier. A new human resources reporting system was deployed in the first half of 2010 to collect, process and consolidate our human resources indicators. This revamp also offered an opportunity to review all of our human resources indicators and their definitions. Workforce indicators continue to be based on the average number of employees for the year. The scope of reporting is still full-scope, which now covers:

- all full- and part-time employees, irrespective of the number of hours spent on site (excludes contingent workers, interns and temporary workers);
- total headcount of subsidiaries and units managed by Accor under contract. Full-scope data do not reflect units in which Accor holds a stake but is not responsible for managing the teams. Franchised hotels are not included.

EMPLOYEES OF MANAGED BUSINESSES AT DECEMBER 31, 2010	France	Rest of Europe	North America	Latin America and Caribbean	Rest of the world	Total 2010	Total 2009
Hotels	18,621	27,332	18,343	9,902	67,406	141,604	139,717
Upscale and Midscale Hotels	12,021	20,974	3,492	7,368	60,508	108,282	104,363
Economy Hotels	6,600	6,358	-	2,534	6,898	22,390	20,310
US Economy Hotels	-	-	14,851	-	-	14,851	11,125
Other businesses	2,335	-	-	-	-	2,335	4,704
Restaurants	1,200	-	-	-	-	1,200	1,544
Onboard train services	-	-	-	-	-	-	1,957
Other	1,135	-	-	-	-	1,135	1,203
TOTAL	20,956	27,332	18,343	9,902	67,406	143,939	144,421

HUMAN RESOURCES INDICATORS BY REGION AT DECEMBER 31, 2010		France	Rest of Europe	North America	Latin America and Caribbean	Rest of the world	Total 2010	Total 2009
NUMBER OF EMPLOYEES		20,956	27,332	18,343	9,902	67,406	143,939	144,421
% women		57%	56%	70%	50%	40%	50%	49%
% men		43%	44%	30%	50%	60%	50%	51%
% under permanent contract		86%	80%	100%	94%	67%	78%	85%
% women		56%	56%	70%	51%	40%	51%	49%
% men		44%	44%	30%	49%	60%	49%	51%
Employees by age								
Under 25		17%	20%	19%	22%	21%	20%	20%
25 to 34 years		33%	35%	27%	42%	41%	37%	36%
35 to 44 years		26%	22%	23%	24%	24%	24%	24%
45 to 54 years		18%	17%	20%	10%	11%	14%	15%
Over 55 years		6%	6%	11%	2%	3%	5%	5%
Employees by seniority								
Under 6 months		14%	10%	29%	18%	19%	18%	15%
6 months to 2 years		13%	21%	26%	29%	29%	25%	28%
2 to 5 years		23%	28%	22%	29%	27%	26%	24%
5 to 10 years		24%	18%	13%	16%	11%	15%	33%
Over 10 years		26%	23%	10%	8%	14%	16%	-
% of total workforce ⁽¹⁾		24%	17%	7%	11%	20%	18%	16%
Management % women		47%	48%	53%	47%	38%	43%	43%
% men		53%	52%	47%	53%	62%	57%	57%
Managers by age								
Under 25		2%	3%	3%	4%	6%	5%	4%
25 to 34 years		33%	35%	25%	46%	41%	38%	34%
35 to 44 years		36%	34%	29%	30%	34%	34%	35%
45 to 54 years		23%	20%	29%	16%	15%	18%	20%
Over 55 years		6%	8%	14%	4%	4%	5%	7%
Training								
Training expenditure as a % of total payroll		2.0%	2.1%	1.1%	3.2%	1.9%	1.9%	2.4%
Number of days of training		28,826	39,636	13,700	31,278	227,864	341,304	311,070
Number of days of training for managers		12,734	12,104	7,995	5,586	58,692	97,111	-
Number of days of training for non-managers		16,092	27,532	5,705	25,692	169,172	244,193	-
Number of employees having attended at least one training course		10,327	18,094	4,630	10,207	66,925	110,183	131,075
Number of managers having attended at least one training course		3,498	4,025	1,447	1,265	14,368	24,603	22,962
Number of non-managers having attended at least one training course		6,829	14,069	3,183	8,942	52,557	85,580	108,113
Average number of days of training ⁽²⁾		1.4	1.5	0.7	3.2	3.4	2.4	2.2
Occupational accidents								
Lost-time incident frequency rate (LTIF) ⁽³⁾		-	-	-	-	-	13.6	18.2
Number of fatal accidents in the workplace		0	0	0	0	2	2	3
Number of fatal accidents commuting		0	0	0	1	6	7	2

(1) A manager is defined as an employee who manages a team and/or has a high level of expertise.

(2) Total number of days of training divided by the total workforce.

(3) Number of workplace accidents with lost time (as defined in accordance with local legislation) per million hours worked.