



MESSAGE FROM THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER



For more than 15 years, sustainable development has been a tangible, front-line concern for Accor. Around the world, the Group is committed to meeting the social and environmental challenges related to its business. The goal is to create a virtuous circle that benefits its “ecosystem” – comprising employees, customers, partners, local communities in which hotels are implanted and, of course, the planet as a whole – while creating value for its operations.

Accor’s environmental preservation measures include, for example, reducing energy and water consumption and constantly reinforcing hotel construction and renovation standards.

The Group also forges relationships that are beneficial to all stakeholders. Accor trains employees and raises

awareness among guests to combat sexual tourism involving children, supports the local economy through farming projects or the sale of fair trade products, and help suppliers to improve their own practices.

In addition, the Group innovates and upgrades its processes and models to create lasting value. It is committed to supporting new, more environmentally friendly technologies. For example, nearly 120 Accor hotels are equipped with solar panels and pilot hotels are testing technologies that use renewable energies.

Lastly, Accor is experimenting with new, more sustainable operating practices, such as composters that transform organic waste into fertilizer for farmers – an illustration of circular economy.

These actions and commitments have enabled the Group to reduce its impact and develop in a manner that consistently reconciles social, societal and environmental responsibility.

In 2003 Accor signed the United Nations' Global Compact, affirming the Group's commitment to sustainable development.

With even greater commitment, in 2010 Accor confirms its support for the United Nations Global Compact's 10 key principles by implementing its "Earth Guest" program.

Accor’s sustainable development policy is entering a new phase. In 2012, the Group will publish its priorities and targets for 2015, with a key focus: reinvent hospitality... sustainably.

Denis Hennequin
Accor Chairman and Chief Executive Officer