

## Message from the CEO



Sustainable development is a key priority for our Group, as shown by the launch of our PLANET 21 program in 2012. As the world's leading hotel operator, we must lead the way in reconciling growth and respect for local communities.



Every year, the 160,000 employees\* working in Accor-brand establishments welcome millions of customers in 3,500 hotels across the globe. With customers claiming to be increasingly concerned about sustainable development challenges, PLANET 21 is mapping out a new path for our Group, our employees and our partners, a path that will let us make sustainable hospitality a reality – a unique way of conducting our business. Our engagement is not something new: it took shape almost 20 years ago when we created an Environment department back in 1994, followed by an environmental charter for hoteliers in 1998. Since then, Accor has continued to innovate in terms of its practices and models with the aim of creating sustainable value.

With PLANET 21, our approach is organized around 21 concrete measures matched with ambitious, quantified targets that the hotels must achieve by 2015, in such areas as healthy eating, lower water and energy consumption and prevention of diseases. Accor has also set up an innovative system for tracking and managing sustainable development performance in its hotels, to guide its hoteliers and encourage them to roll out responsible actions. Indeed, sustainable development is an integral part of our operational excellence.

We would not be able to achieve these goals without coordinated action with our guests and our partners. This is why PLANET 21 is presented to our guests in a highly transparent manner through a program of information inviting them to adopt simple practices as a way of participating actively in the responsible actions rolled out in our hotels.

I strongly believe that sustainable development is crucial for a new business model more respectful of natural resources and human beings. Over and above the ethical aspect, PLANET 21 is a fantastic driver of competitiveness for our brands and of attractiveness and loyalty for our partners, employees and guests, who are keen to join forces with us to promote sustainable growth.

This is why the Accor Group signed up to the United Nations Global Compact in 2003 and is renewing its commitment to the program's 10 universally accepted principles. By taking part in this international corporate-citizen initiative, with the PLANET 21 program Accor reaffirms its commitment to reasoned, sustainable and responsible commercial practices. In this way, the Group contributes to the emergence of a global market that is more stable, more equitable and more open.

Yann Caillère  
CEO of the Accor Group

\*including 145,000 in owned and managed hotels

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## Corporate Responsibility

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## 2.1. OUR COMMITMENTS

Accor's stated ambition is to establish itself as the hospitality industry's uncontested global benchmark. Progress towards that objective is underpinned by our unwavering corporate commitment, as reflected in our core values of innovation, spirit of conquest, performance, respect and trust. Our human resources policies are designed to attract talented individuals and to continuously develop the skills and capabilities of our

employees, who are the primary drivers of our success. The PLANET 21 sustainable development strategy, which focuses on environmental and social responsibility issues, has reaffirmed the need for responsible growth that creates value for everyone. Lastly, the Accor Foundation is helping to expand our employee-led community outreach initiatives around the world.

## CHALLENGES

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Accor's responsibility to employees means ensuring that each one enjoys a healthy working environment and a fulfilling quality of worklife, in compliance with local legislation, human rights principles and the freedom of association.

This commitment is embodied in our day-to-day operations by our managers with the support of the Human Resources Departments, which keep them constantly aware of best practices. Application of these principles in employee relations is regularly tracked via opinion surveys, annual performance reviews and other tools. Lastly, our investor, hotel owner and franchisee partners are also actively encouraged to practice socially responsible management, for the greater benefit of everyone working under an Accor banner.

Distribution of the Group's core corporate social responsibility documents, such as the **Accor Management Ethics Guide** and the **Management Values** is helping to instill these practices across the Accor brand base.

The hospitality industry faces the constant challenge of attracting and retaining talented people. This is an area where the quality of hotel management practices plays a critical role, by demonstrating Accor's employer promise on the job every day. While extremely diverse, our employees are all united by a set of shared **management principles**:

- **innovation**, which takes us off the beaten path – the only way for us to maintain our market leadership;
- **a spirit of conquest**, because growth is impossible without boldness and a willingness to take risks;
- **performance**, or the ability to meet, as effectively as possible, our self-assigned objectives, both individually and as a company;
- **respect**, which stems from our belief that it is the very diversity of our employees, customers and partners around the world that stimulates us and keeps us moving forward;
- **trust**, without which initiative would not be possible.

Accor's ethical and integrity policies were formalized in 2009 with the publication of the *Accor Management Ethics Guide*, which consolidates all of the major principles that every employee is expected to respect. As such, it serves as a common foundation for all of our employees in every host country, who receive a personal copy.

In accordance with the principles of the United Nations Global Compact, which Accor has pledged to support, the *Guide* is built around three closely related points:

- management principles;
- the commitment to integrity and compliance with legislation;
- environmental and social responsibility.

In general, it describes our corporate commitment to complying with or exceeding prevailing legislation and standards in each country, and to integrating this compliance into a comprehensive ethics process. It encourages employees to maintain awareness of the legal environment, request information from legal experts and never leave any compliance issues unresolved.

It also emphasizes the necessity of getting employees to share the Accor vision and fostering close ties between everyone in the corporate community. This process is primarily based on fighting discrimination, embracing employee diversity, recognizing talent, nurturing trust and dialogue, and driving a dynamic sense of co-destiny.

The *Guide* is also intended to promote integrity, and in particular to prevent bribery. In this way, it provides clear definitions of bribery of public officials and the active or passive bribery of private individuals, with real-world examples of situations in which employees could find themselves and how they should respond. Accor pledges that no commission will be paid directly or indirectly to any elected or appointed public official or elected representative with regard to the Company's contracts or its relations with French and foreign government agencies. It further pledges to take all reasonable measures to avoid the use of bribes with regard to both its purchasing and sales procedures. Given the large number of countries in which it

operates, Accor pays constant attention to the risk of bribery, which has been included in the risk map prepared by the Risk Management Department (see Chapter 3.4 – Risk Management) and is carefully tracked.

In addition to bribery, the *Guide* also discusses money laundering, anti-competitive practices and the safety of employees and guests.

Lastly, it sets out important guidelines to enable employees to act responsibly in safeguarding the environment. These guidelines promote local development, encourage management to set specific objectives and help employees to respond to everyday events and build guest awareness of environmental stewardship. As the Guide states, “protecting the environment means integrating environmental issues into our decisions and actions, beginning in the design phase for new hotels, products and services.”

To craft a environmental and social responsibility strategy that is both innovative and aligned with the challenges of its business, in 2010 Accor undertook an extensive assessment program to order to collect comprehensive, reliable data. In a commitment to helping to drive progress across the industry, we also created PLANET 21 Research, a platform for sharing knowledge on sustainable development in the hospitality industry where all of our publications are available for viewing and download.

In 2011, the first survey, conducted by French polling institute IFOP and involving 7,000 guests in six countries, helped to improve understanding of international hotel guest expectations regarding sustainable development.

The second, dealing with Accor’s environmental footprint, was carried out in partnership with PwC using the life-cycle analysis method. It provided a holistic view of the environmental impact of all of our hotels, specifying or identifying the primary impacts, areas for improvement and new priorities, such as the impact of food services or construction site waste. Eleven core hospitality industry processes were reviewed to determine their environmental impact in five areas: energy use, water use, waste production, carbon emissions and water pollution.

Lastly, our community outreach expertise, acquired thanks to our longstanding involvement, enabled us to identify major social issues for the hospitality industry, including local development, healthy eating, disease prevention and the protection of children from abuse.

As one of the world’s leading hospitality groups, Accor has a responsibility to its guests, its employees, its shareholders and its local host communities. It is actively committed to nurturing constructive dialogue and open communication with all of its stakeholders, both within the Company and in the community.

**Accor stakeholders**

	<b>Employee and business stakeholders</b>	<b>Public stakeholders</b>	<b>Financial stakeholders</b>	<b>Trade stakeholders</b>
<b>Internal</b>	Employees Employee representatives		Employee shareholders	
<b>External</b>	Franchisees Owners and investors	Public authorities (governments, European Union, etc.) Associations, NGOs, etc. Local communities Media	Shareholders Financial community Investors SRI rating agencies Suppliers and service providers Distributors	Trade organizations Competitors Guests Partners

**ENGAGEMENT AND RECOGNITION**

Accor has a responsibility to its employees, the environment and its local host communities. To fulfill it, we have pledged to respect **human rights** and the **freedom of association** and to **fight against corruption**. We have also been widely recognized for our efforts to **combat the commercial sexual exploitation of children** and to **reduce greenhouse gas emissions**. This engagement is demonstrated every day by our employees, who play an essential role in implementing our policies, which are shaped by our business and aligned with local conditions and practices.

- On January 31, 1999, at the World Economic Forum in Davos, Switzerland, UN Secretary-General Kofi Annan challenged world business leaders to embrace, support and enact the Global Compact, both individually through their firms and by supporting appropriate public policies. In 2003, Accor pledged to support the Global Compact and respect its ten principles, which cover issues dealing with **human rights**, labor standards, the **fight against corruption** and the environment. The Group is committed to reaching the GC Advanced level by 2015.



In 1995, a worldwide agreement was signed with the International Union of Food Workers (IUF) concerning application of International Labour Organization conventions 87, 98 and 135 on employees' **freedom of association** and right to unionize. The agreement ensures the effective application of these conventions in all of our establishments.

Accor is a member of the ILO Global Business and Disability Network following the official signing of the membership agreement on June 11, 2012 at the United Nations Office in Geneva. The initiative is a response to the needs expressed by multinational corporations and employer organizations. Participating in the Network gives us the possibility of organizing a certain number of events around the world and to embrace the best practices of the initiative's partner companies.

- Since 2001, Accor has fought against the **commercial sexual exploitation of children** with ECPAT International, an NGO comprising 77 organizations in more than 70 countries, whose mission is to end child prostitution, child pornography and trafficking of children for sexual purposes. In 2008, Accor was

appointed to the Executive Committee of the Child Protection Code of Conduct, which was developed by ECPAT and the World Tourism Organization. As of year-end 2012, the Code had been signed by 36 of our country organizations.


- Lastly, since 2006, Accor has participated in the Carbon Disclosure Project, a major survey conducted on behalf of 475 institutional investors managing more than €55 trillion in assets. This international organization asks leading corporations to report on their **climate change** strategies, their approach to carbon cost imposition and their greenhouse gas emissions performance. Accor's scores have steadily improved since 2010, both in the Carbon Leadership Disclosure Index and in the Carbon Performance Leadership Index, with a final overall score of 81B in 2012.
- In recognition of its corporate social responsibility commitment and performance, Accor has been included since 2004 in the four leading international socially responsible investment indexes: the Dow Jones Sustainability Indexes, FTSE4Good, ASPI Eurozone and the Ethibel Sustainability Indexes.

## RESPONSIBLE GROWTH STRATEGY

At a time when Accor is beginning a phase of sustained expansion, the PLANET 21 program is accelerating and intensifying its sustainable development commitment, transforming it into a decisive competitive advantage for the Group, its brands and its partners.




Structured around 21 commitments backed by measurable objectives that all hotels are expected to meet by 2015, PLANET 21 has embedded sustainable hospitality deep in our strategic vision, as well as in our development and innovation processes.

### PLANET 21: 7 pillars, 21 commitments and measurable objectives for 2015

Pillars	Commitments	2015 Objectives	2012 Results	Additional Indicators – 2012 Results (without objectives)
 Health	<b>1. Ensure healthy interiors</b>	85% of hotels use eco-labeled products	89%	88% of hotels use eco-labeled cleaning products 11% of hotels use eco-labeled wall paint 9% of hotels use eco-labeled floor coverings
	<b>2. Promote responsible eating</b>	80% of hotels promote balanced dishes	87%	Number of hotels offering vegetarian dishes ( <i>indicator under construction</i> )
	<b>3. Prevent diseases</b>	95% of hotels organize disease prevention training for employees	40%	934 hotels are equipped with condom vending machines 14,637 employees have been trained in HIV/AIDS prevention 8,940 ergonomic beds installed in France by year-end 2012

Pillars	Commitments	2015 Objectives	2012 Results	Additional Indicators – 2012 Results (without objectives)
 Nature	<b>4. Reduce our water use</b>	<b>15%</b> reduction in water use between 2011 and 2015 ( <i>owned, leased and managed hotels</i> )*	<b>5%</b> reduction in 2012	<b>95%</b> of hotels monitor and analyze water use monthly <b>93%</b> of hotels have installed flow regulators on showers and faucets <b>189</b> hotels are equipped with rainwater recovery installations
	<b>5. Expand waste recycling</b>	<b>85%</b> of hotels recycle their waste	<b>79%</b>	<b>91%</b> of hotels sort and recycle batteries <b>90%</b> of hotels sort and process compact fluorescent tubes and light bulbs <b>86%</b> of hotels sort and recycle paper and cardboard
	<b>6. Protect biodiversity</b>	<b>60%</b> of hotels participate in the Plant for the Planet reforestation project	<b>39%</b>	<b>87%</b> of hotels use locally adapted plants <b>71%</b> use eco-friendly gardening products <b>82%</b> of hotels use certified paper for printing
 Carbon	<b>7. Reduce our energy use</b>	<b>10%</b> reduction in energy use between 2011 and 2015 ( <i>owned, leased and managed hotels</i> )*	<b>3%</b> increase in 2012	<b>93%</b> of hotels monitor and analyze energy use monthly <b>94%</b> hotels use low-consumption lamps for 24/7 lighting <b>92%</b> of hotels monitor the optimum settings of energy installations
	<b>8. Reduce our CO<sub>2</sub> emissions</b>	<b>10%</b> reduction in CO <sub>2</sub> emissions between 2011 and 2015 ( <i>owned, leased and managed hotels</i> )*	<b>10%</b> increase in 2012	<b>76%</b> of hotels check that equipment containing HCFCs and HFCs is leak-proof <b>68%</b> of hotels use energy-efficient boilers <b>65%</b> of hotels use energy-efficient air conditioning and cooling equipment
	<b>9. Increase the use of renewable energies</b>	<b>10%</b> of hotels use renewable energies	<b>6%</b>	<b>183</b> hotels use renewable energies <b>145</b> hotels are equipped with solar panels for domestic hot water
 Innovation	<b>10. Encourage eco-design</b>	<b>40%</b> of hotels have at least three eco-designed room components	<b>23%</b>	<b>57%</b> of hotels use dispensers or eco-responsible packaging for bathroom products <b>20%</b> of hotels have eco-labeled bathroom products <b>10%</b> of hotels use responsible bedding components
	<b>11. Promote sustainable building</b>	<b>21 new</b> or renovated hotels are certified as sustainable buildings	<b>2 hotels</b>	<b>28%</b> of hotels use building management software to manage their energy use <b>68%</b> of hotels use energy-efficient bulbs for frontage lighting <b>31%</b> of hotels recover energy from the ventilation system
	<b>12. Introduce responsible hotel offers and technologies</b>	<b>20%</b> of owned and leased hotels offer green meeting solutions	<b>Scheduled for launch in 2013</b>	LED-based lighting solutions being tested Filtered instead of bottled water for meetings being tested



Pillars	Commitments	2015 Objectives	2012 Results	Additional Indicators – 2012 Results (without objectives)
 Local	<b>13. Protect children from abuse</b>	<b>70%</b> of hotels have pledged to protect children	<b>38%</b>	<b>36</b> country organizations have signed the Code of Conduct for the Protection of Children More than <b>30,000</b> employees have been trained in preventing child sex tourism <b>111</b> hotels are involved in programs to help marginalized minors reintegrate into society
	<b>14. Support responsible purchasing practices</b>	<b>70%</b> of hotels purchase and promote locally sourced products	<b>68%</b>	<b>56%</b> of hotels serve fair trade products (with the Fairtrade/Max Havelaar label) <b>15%</b> of hotels serve sustainable products (with the Rainforest Alliance or other recognized label) Around <b>526</b> tonnes of fair-trade-sourced hot beverages served in our hotels in 2012
	<b>15. Protect ecosystems</b>	<b>100%</b> of hotels ban endangered seafood from restaurant menus	<b>83%</b>	<b>87%</b> of hotels ensure proper sanitation of wastewater <b>97%</b> of hotels train staff in good environmental practices
 Employment	<b>16. Support employee growth and skills</b>	<b>75%</b> of hotel managers are promoted from within ( <i>owned, leased and managed hotels</i> )	<b>80%</b>	Number of employees attending a training course leading to certification ( <i>indicator under construction</i> ) <b>321</b> hotels offer employees classes in the host country language
	<b>17. Make diversity an asset</b>	Women account for <b>35%</b> of hotel managers ( <i>owned, leased and managed hotels</i> )	<b>27%</b>	<b>0.8%</b> of employees have disabilities ( <i>owned, leased and managed hotels, outside the United States</i> )
	<b>18. Improve quality of worklife</b>	<b>100%</b> of country organizations conduct an employee opinion survey every two years	<b>71 countries</b>	<b>369</b> hotels organize training to prevent psychosocial risks
 Dialogue	<b>19. Conduct our business openly and transparently</b>	Accor is included in <b>6</b> internationally-recognized socially responsible investment <b>indices</b> or standards	<b>4 indices</b>	Meetings were held with <b>523</b> investors during the year to present our management practices
	<b>20. Engage our franchised and managed hotels</b>	<b>40%</b> of all non-budget hotels, across all operating structures, are ISO 14001-certified	<b>31%</b>	<b>55%</b> of franchised hotels comply with the "standard level" defined in the Charter 21**
	<b>21. Share our approach with suppliers</b>	<b>100%</b> of purchasing contracts are in compliance with our Procurement Charter 21	<b>60%</b>	<b>204</b> suppliers have been audited by an independent organization over the past two years <b>90%</b> of European contracts include REACH compliance for chemicals

\* In 2012, managed hotels were added to the PLANET 21 targets concerning water, energy and CO<sub>2</sub>.

\*\* The standard level is reached when ten of the Charter 21 key action points have been completed.

Unless otherwise noted, the PLANET 21 Commitments concern all Accor Group hotels, whether owned, leased, managed or franchised.

## 2.2. HUMAN RESOURCES REPORT

Human resources policies, which are intrinsically linked to our strategic vision and growth challenges, are guided by the key concepts of **professionalism** and **mobility**.

■ **Professionalism** is crucial for our hospitality and service jobs in an increasingly competitive marketplace, where demanding customers require a constant focus on adapting to their needs. This is why our employees are regularly trained, effectively motivated and offered opportunities for professional growth.

■ **Mobility**, both geographic and occupational, is an important process at Accor, because it supports skills enrichment and opens up more diverse career opportunities.

Our responsibility to employees is expressed in **recognition**, a **commitment to diversity** and **dialogue**.

■ **Recognition**, which enhances motivation and the sense of belonging to the corporate community, is based on such fundamentals as compensation, empowerment, attentiveness and engaged, hands-on management.

■ **A commitment to diversity in our human resources** is a major strength in fostering team alignment, attracting and retaining talent and nurturing the ability to innovate and to embrace change.

■ **Dialogue** is the cornerstone of a working environment that nurtures employee job fulfillment and performance. Managers are supported in this process by open, frank discussions with stakeholders and tools such as employee surveys, which help to maintain a high-quality working environment.

### 2.2.1. KEY FIGURES

Employee and diversity data are reported and the related indicators managed via the HR DATA application that was revamped in 2009 and redeployed in 2010. The application has been steadily upgraded with new features to enhance user-friendliness, but more importantly to improve the reliability of the reported data. In addition to collecting and consolidating employee and diversity indicators, the application allows users to export employee relations scorecards. They can also easily display data trends from one period to another for a given issue or to compare two issues. Wider use of these scorecards will be encouraged by a series of training sessions to be organized in 2013.

The corporate reporting process is defined in the **human resources reporting protocol** and the **diversity reporting protocol**, which apply to everyone involved in the reporting chain, from the Accor head office to hotels. They provide a detailed, comprehensive description of Group procedures and definitions, the methods used to measure data and indicators, and the areas at risk that require particular attention. They also mention any country-specific features, which are frequently updated.

Versions of the protocols in French and English have been distributed to everyone responsible for the reporting process. They are also available on request from the corporate Human Resources Department, together with all of the training support documents that make up Accor's reporting standards.

Unless otherwise noted, all of the indicators disclosed in the social responsibility report are based on the reported employee and diversity data. The scope of this reporting is described below.

Employee data are reported for:

- people who work in head offices, owned hotels and leased hotels, who are direct employees of the Accor Group;
- people who work in the managed hotels, who are managed by Accor but are not direct employees of the Accor Group.

Employee data do not include:

- employees of owned, leased and managed hotels closed as of December 31, 2012;
- contingent workers, interns and temporary workers;
- employees of franchised hotels or units in which Accor owns an equity interest but does not exercise any management responsibility (commission-based management contracts and Adagio Aparthotels).

Workforce indicators are measured and disclosed on the basis of the monthly average number of employees.

As of December 31, 2012, Accor employed **133,886 people in owned**, leased and managed hotels, compared with 144,893 a year earlier.





### Workforce by business and region at December 31, 2012

	France	Europe (excl. France)	Asia-Pacific	Latin America & Caribbean	Other countries	Total 2012	Total 2011
<b>Owned and leased hotels – payroll employees</b>	<b>15,264</b>	<b>21,242</b>	<b>4,665</b>	<b>4,768</b>	<b>2,958</b>	<b>48,897</b>	<b>67,090</b>
Upscale and Midscale Hotels	9,672	15,562	3,019	2,536	2,319	33,108	36,882
Economy Hotels	5,592	5,680	1,646	2,232	639	15,789	15,913
Economy Hotels in the United States	-	-	-	-	-	-	14,296
<b>Managed hotels – non-payroll employees</b>	<b>1,325</b>	<b>5,207</b>	<b>55,635</b>	<b>5,943</b>	<b>15,794</b>	<b>83,905</b>	<b>76,650</b>
Upscale and Midscale Hotels	1,279	4,232	51,654	4,873	14,184	76,222	69,289
Economy Hotels	46	975	3,981	1,070	1,610	7,683	7,361
<b>Holding company – payroll employees</b>	<b>1,084</b>	-	-	-	-	<b>1,084</b>	<b>1,153</b>
<b>TOTAL <sup>(1)</sup></b>	<b>17,673</b>	<b>26,449</b>	<b>60,301</b>	<b>10,711</b>	<b>18,752</b>	<b>133,886</b>	<b>144,893</b>

(1) Except for six managed hotels in Germany and 20 managed hotels in France.

“Other countries” includes the Africa-Middle East and North America regions. As of end-2012, Accor had 15,943 employees in Africa-Middle East, of whom 2,720 were payroll employees, and 2,809 employees in North America, of whom 238 were payroll employees.

In addition to employees working in head offices and in owned, leased and managed hotels, Accor estimates that another 30,000 people are employed in the franchised hotels.

Lastly, by the nature of its business and in its relationships with partners, Accor is a major source of indirect jobs. The outside workforce includes temporary and contingent workers who support in-house teams during peak periods, as well as sub-contractor employees in such areas as laundry services, housekeeping, landscaping and call centers.

### Employee movements

Accor hired 72,463 people in 2012, primarily in response to its strong organic growth and the competition it is facing as an employer in regions where the services industry is experiencing fast growth, such as Asia-Pacific and Latin America. In addition, the total workforce was increased by the acquisition of Mirvac in **Asia-Pacific**.

The number of total employees in **North America** declined following disposal of the Motel 6 and Studio 6 brands in the economy segment. In **France**, the number of payroll employees is trending downwards in conjunction with the asset-light strategy.

A total of 60,024 people working under permanent and fixed-term contracts left the Group in 2012, of which 35,918 resignations, 7,407 involuntary separations (dismissals, contractual termination by mutual agreement, unsuccessful trial periods, etc.), and 665 voluntary separations under redundancy plans.

### Changes in operating structure

Although Accor takes into account the jobs impact of its asset-light strategy, when a hotel is sold under a management-back or franchise-back agreement, the employment contracts of its staff are automatically transferred to the buyers.

When a hotel changes operating structure, human resources teams around the world help to support employees through the transition. In France, for example, an agreement on the principles and procedures for managing and supporting the transfer of employees during hotel divestments was signed in 2009 and amended in December 2010. The impact of the asset-light objectives for 2016 will be presented to employee representatives in 2013. As part of this process, new negotiations on employee support measures will be opened.

Human resources data at December 31, 2012

	France	Europe (excl. France)	Asia-Pacific	Latin America & Caribbean	Other countries	Total 2012	Total 2011
<b>Number of payroll and non-payroll employees</b>	<b>17,673</b>	<b>26,449</b>	<b>60,301</b>	<b>10,711</b>	<b>18,753</b>	<b>133,886</b>	<b>144,893</b>
% women	57%	56%	44%	53%	27%	47%	50%
% men	43%	44%	56%	47%	73%	53%	50%
% under permanent contracts	86%	82%	62%	95%	72%	73%	77%
% women	56%	55%	44%	53%	31%	47%	51%
% men	44%	45%	56%	47%	69%	53%	49%
By age							
Under 25	15%	20%	24%	20%	11%	20%	20%
25 to 34	32%	36%	41%	42%	39%	39%	37%
35 to 44	26%	22%	22%	25%	27%	23%	24%
45 to 54	19%	15%	10%	10%	17%	13%	14%
Over 55	8%	7%	3%	3%	6%	5%	5%
By seniority							
Less than six months	10%	9%	19%	17%	11%	15%	17%
Six months to two years	18%	26%	38%	35%	27%	31%	28%
Two to five years	19%	24%	22%	25%	22%	22%	24%
Five to ten years	23%	19%	12%	16%	18%	16%	14%
More than ten years	30%	22%	9%	7%	22%	16%	17%
<b>Management</b>							
% of total workforce <sup>(1)</sup>	26%	17%	27%	12%	12%	22%	19%
% women	48%	48%	39%	46%	26%	41%	43%
% men	52%	52%	61%	54%	74%	59%	57%
By age							
Under 25	2%	2%	7%	2%	3%	5%	5%
25 to 34	32%	34%	47%	48%	27%	41%	39%
35 to 44	34%	36%	31%	31%	35%	33%	33%
45 to 54	24%	20%	12%	15%	26%	16%	18%
Over 55	8%	8%	3%	4%	9%	5%	5%
<b>Working hours</b>							
% full-time employees	77%	79%	89%	99%	99%	88%	89%
% part-time employees <sup>(2)</sup>	23%	21%	11%	1%	1%	12%	11%
Average number of days absent per employee over the year for illness, occupational disease and workplace accidents <sup>(3)</sup>	16.7	10.0	2.3	12.3	4.4	6.9	6.2
Average number of days absent per employee over the year for other reasons <sup>(4)</sup>	7.7	2.2	0.7	2.6	2.0	2.3	1.8
<b>Training</b>							
Average number of days of training per employee <sup>(5)</sup>	1.5	1.7	4.1	4.7	4.7	3.4	3.0
Average number of days of training for managers	2.6	2.8	4.5	5.1	9.4	4.3	4.4



	France	Europe (excl. France)	Asia-Pacific	Latin America & Caribbean	Other countries	Total 2012	Total 2011
Average number of days of training for non-managers	1.1	1.4	4.0	4.6	4.1	3.2	2.7
Number of employees having attended at least one training course	8,685	22,151	85,222	11,111	16,835	144,004	143,937
<i>Of whom managers</i>	3,059	4,238	22,051	1,225	2,691	33,264	31,566
<i>Of whom non-managers</i>	5,626	17,913	63,171	9,886	14,144	110,740	112,371
<b>TOTAL NUMBER OF DAYS OF TRAINING</b>	<b>26,005</b>	<b>43,818</b>	<b>248,174</b>	<b>49,938</b>	<b>88,831</b>	<b>456,766</b>	<b>435,092</b>

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

(2) A part-time employee is one who works fewer than a country's legal working hours, without including any overtime.

(3) Total number of days absent, divided by total number of employees. Does not include maternity and paternity leave.

(4) Total days of authorized and un-authorized unpaid leave, divided by total number of employees. Does not include maternity and paternity leave.

(5) Total number of days of training over the year divided by total number of employees.

### Methodology

■ **Training:** the number of reported training days includes courses conducted by the Académie Accor and contract service providers for hotels and head offices, as well as the brand program training led by managers for their teams. Accor considers that these data reflect the majority of the training offered to employees. However, part of the training conducted in the hotels may not be reported to Group level. Examples include induction courses for new hires or non-brand program courses led by managers with the help of specialized materials provided by the Académie Accor.

■ **Number of days of training:** training in a country's hotels and head offices is reported in number of days rather than hours. When courses, such as e-learning modules, last only a few hours, they are converted into days on the basis of eight hours per day.

■ **Absenteeism "for other reasons":** these absences do not give rise to any direct costs for the Group because they include authorized and unauthorized unpaid leave (other than for family events), depending on local labor laws.

## 2.2.2. HUMAN RESOURCES POLICIES

Accor's human resources strategy is designed to support the development of the brands and to continuously enhance employee capabilities in the diverse, ever-changing array of hospitality skill-sets. To meet our core challenges of professionalism and mobility, therefore, we continuously strive to develop employee expertise and recognize and reward this expertise with career opportunities.

### Attracting new talent

Hiring and retaining the right people is an ongoing objective of our human resources strategy, with policies aligned with local conditions in every host country.

In **mature markets**, Accor is enhancing its appeal as an employer by using a wide variety of innovative recruitment methods and offering motivating career opportunities to attract and retain the best talent.

In **emerging markets**, we need to find the qualified employees required to support our expansion. In certain fast-growing regions, it is difficult to hire enough qualified hotel managers and employees to deliver the superior guest experience customers deserve and to transfer their expertise to locally hired teams.

### Tools and resources deployed in the Group

Accor offers franchise partners and the owners of managed hotels all the benefits of a world-renowned organization and its brands, while helping them to enhance their image as a good place to work with **international resources** adapted to every job market.

A global **employer brand** is displayed on all forms of corporate media for employee and public use, including advertising, online media and below-the-line advertising (booths, posters, job-fair folders, etc.). It visually recalls the advantages of a career with Accor, such as training and skills development, promotion from within and recognition systems.

On the **accor.com website**, the “Recruitment & Careers” section is designed to present the wide variety of career opportunities available in our corporate community. Applicants can also take a quiz to discover which jobs are right for them or browse a comprehensive guide that presents our many jobs in detail.

Available in 12 languages, the **AccorJobs** job vacancies site posted nearly 20,000 offers for jobs or internships in 2012, generating more than 500,000 applications. Applicants can also search the offers from their smart phone, thanks to a new mobile-friendly website.

An **online HR strategy**, extensively developed in 2012, is extending these existing resources to such new media as Facebook, Twitter, LinkedIn, YouTube and other social networks. In early 2013, Potentialpark ranked Accor best in France in online human resources communication and fourth in Europe, in recognition for the actions undertaken in 2012.

### Apprenticeship programs

**In France**, Accor has signed the Charter initiated by the French Apprenticeships and Vocational Training Ministry to promote access to work/study contracts for young people supported by local young-adult employment agencies. The Charter helps to improve the information young people receive regarding local work/study programs, orient them to the right one and prevent dropout by fostering dialogue between the student, their local employment advisor and their company mentor. In 2012, 650 people were involved in work/study programs in France, of which two-thirds under apprenticeship contracts.

Also in France, M’App, a **special apprenticeship label, is awarded to Mercure hotels** that make a commitment to provide quality training and support to young people in work/study programs. The hotel team, the apprentice and his or her mentor all sign a “contract of trust” describing the rights and responsibilities of each party in ensuring the program’s success. The label system enables work/study participants to receive personalized training and support, while helping the hotels to attract, train and retain young employees. Through this system, the Mercure brand has created a reservoir of potential employees, with 500 people participating in the program since its launch, including more than 230 who have stayed on as Group employees. Accor also recognizes the important role played by Mercure mentors with a specific training module at the Académie Accor that has been taken by more than 280 participants since 2008.

### Enhancing employee capabilities

Training and skills development for all of our teams in every aspect of the business is a core component of Accor’s human resources policies. The emphasis on promoting from within means that employees enjoy exciting career development opportunities. As part of this commitment, adult training programs have been especially introduced to enable employees to move into management positions.

### Partnering with educational systems

A dedicated outreach strategy for recent graduates is in place to attract, onboard and develop talent from universities and professional schools. Its scope of application covers:

- **work-study programs**, to offer a consistent framework and support the strategy with apprenticeship contracts, internships or gap years with the Group;
- **onboarding programs**, to give new hires an overall vision of the Group through the “Keys to Success” seminar and a systematic training period of at least one week in a front-line position for headquarters staff;
- **compensation policies**, to define common reference points for starting salaries, wage scales and raises, all in line with market practices;

Close **relationships and partnerships with local educational systems** are being nurtured and expanded in our host countries, involving a large number of business schools, hotel management schools and universities. In 2012, the school partnership teams met with 3,800 bachelor’s and master’s level students during international conferences and trade fairs, with the goal of enabling several hundred of them to participate in internships and find jobs in Accor hotels and support functions.

As part of the partnership with the **Lausanne Hotel School (EHL)**, an Accor back-to-school event was organized on September 18, 2012, during which Group senior executives, the co-Founding Chairmen and the Chairman and Chief Executive Officer met with incoming EHL students to share their passion for the Hospitality business.

**In France**, a vocational and adult training agreement signed in 1999 with the National Education Ministry is helping to deepen cooperation with higher education institutions through hands-on initiatives, provide young graduates with more information to guide their career choices, and inform high school and middle school teachers about jobs in the hospitality and foodservices industry.

In recent years, Accor has been deploying an assertive job tracks strategy to improve hotel performance by creating talent pools in jobs that will play key roles in tomorrow’s hospitality industry.



For employees, this offers an opportunity to acquire new skills or to sharpen their expertise at a time when the profession is changing very quickly. In particular, this is the case for:

- **sales**, where the Sales & Distribution Pass training module was offered to 200 sales experts in 2012. It allows sales managers to take their capabilities to the next level and measure themselves against the basic, fundamental principles of hospitality sales. These courses are included in an ambitious program to improve the professionalism of our sales teams, from hiring to career development;
- **revenue management**. A dedicated revenue manager job track has been in place since 2007, supported by the RM Pass series of specialized training courses offered in association with the Académie Accor. They are designed to enhance the capabilities of revenue managers and other employees who help to optimize hotel revenue. In addition, partnerships are regularly formed with schools to train and pre-hire talented young people who will fill tomorrow's strategic positions. Certain schools, for example, offer our RM Partner School program, which is helping to enhance revenue management education. Since late 2011, we have also partnered the Revenue Management Masters degree offered by Institut Paul Bocuse and IAE Savoie Mont-Blanc in France;
- **distribution**, with the new Distribution Excellence (DEX) program primarily designed for hotel general managers and revenue managers. The program is helping hotel managers to understand the major issues and challenges raised by distribution channels and room booking methods. It also provides keys to building a strategy and developing everyday distribution tactics for their hotels.

Accor believes in **promoting from within**. Programs have been especially introduced to enable employees, either newly hired or with several years experience, to move into management positions over the medium to long term. This system is being supported by certification programs that validate skills learned on the job, thereby guaranteeing enhanced employability for employees both within the Group and elsewhere.

**In New Zealand**, for example, a graduate management trainee program has been set up in partnership with the Ministry of Social Development. Each year, around twenty graduates from local universities and hotel management schools are selected and hired. During their first year of employment, they receive classroom and on-the-job training that puts them on the fast

track to management positions. In addition, employees who do not have a higher-education degree can also participate in the program, once they have completed an Accor-sponsored certification course for adult learners.

Since 1997, our **International Hospitality Management Program** (IHMP) has been helping to create a pool of international managers ready to take on new operating responsibilities in both the short and medium term. IHMP is the result of a collaborative venture between the ESSEC business school's MBA in Hospitality Management program (IMHI), the Accor Operations Human Resources Department and the Académie Accor. The classes are given in English, with a curriculum built around six main subjects: Business Strategy and Value Creation; Human Resources Management; Finance; Revenue Management; Marketing, Sales and Distribution; and Communication. IHMP certification gives participants 20% of the credits required for the ESSEC MBA in Hospitality Management. The class of 2012 comprised 27 employees, aged 26 to 48 and representing 17 different nationalities, seven brands and nine job tracks. One third were women.

A **partnership with the Glion Institute of Higher Education** enables any Accor hotel manager without a college degree to validate his or her years of experience in the profession with an MBA in International Hospitality and Service Industries Management. The Institute's core courses are given online in English in a virtual classroom. Earning the MBA can enable hotel department heads and General Managers to move up to higher positions within the organization.

### The Académie Accor

Created in 1985, the Académie Accor was the first corporate university in the services industry in Europe. For 27 years, this pioneering institution has been dedicated to training all of our employees, while serving a forum for exchanging best practices and instilling the Accor corporate culture.

The Académie Accor is supported by a network of 18 campuses around the world that offer training in every aspect of hospitality-related expertise and jobs. Courses may be attended by any employee of an Accor-brand hotel, regardless of job family, educational background, position or seniority. All of the owned, leased, managed or franchised hotels have access to the courses, which may be custom-tailored to the needs of each hotel's management structure.

The Académie Accor's primary mission is to train employees so that every guest enjoys impeccable quality of service. Its second mission is to support the Group's expansion by enhancing professionalism in every job family. With the current commitment to opening 1,000 hotels by 2015, training is playing an essential role in maintaining the pace of growth. This is particularly the case in certain countries without any hotel schools, where the Académie serves as an effective substitute.

The Académie Accor is guided by three fundamental teaching goals:

- to reflect **each brand's** real promise and **identity** by designing, producing and delivering their dedicated course content;
- to stay attuned to the latest economic, technological and social trends, by offering **innovative learning resources** in phase with changes in the marketplace;
- to ensure that all of the programs convey Accor's unique culture, management philosophy and **hotel management methods**.

Always an innovation-driven organization, the Académie Accor now offers training programs increasingly based on blended learning technologies. In this way, it can train employees both on-site and online, to develop their skills where they work via e-learning modules, virtual classrooms and other computer-mediated activities.

Today, detecting, developing and retaining the finest talent is a critical challenge for supporting Accor's assertive growth strategy, making training and education a core aspect of our business. With more than 250 training modules offered in 20 languages and adapted to local requirements, the Académie Accor is positioned as the international benchmark in hospitality skills development.

### International mobility

With operations in 92 countries, Accor offers employees a wide range of **international career opportunities**. Employees who want to take postings outside their home country are supported by the International Mobility and Expatriation team, whose role is to:

- help managers and human resources teams in each country to identify and recruit the right people for their needs and to define the contractual terms applicable to each employee;
- support employees at every stage of their project and the mobility process, by verifying their project's feasibility, for example, or providing cross-cultural sensitivity training;
- ensure compliance with the Group's international mobility policies covering moving costs, temporary lodging on arrival and other issues.

To support the change in its business model, one of the Group's challenges today is to identify local talent and help them to

evolve by giving them international experience. Acquiring new expertise, sharing experience and comparing best practices will enable them to move up the organization.

Because Accor is committed to putting down deep roots in every host country, it is encouraging local employees to take on greater responsibilities in its hotels. As of December 31, 2012, 73% of the General Managers of owned, leased and managed hotels were nationals.

A dedicated **International Mobility intranet** site provides employees with such useful information as travel and visa formalities, checklists and country guides. The site reflects the Group's ever-changing needs with testimonials and news on business development and regions looking to recruit. In this way, it serves as an effective resource, aligned with both our operating requirements and the mobility aspirations of our employees.

### An internal mobility application

Accor managers and executives can map out their own career opportunities using the Success international management application, which offers more than 5,000 employees a view of all of the management vacancies across the Group. Participants can inform their direct manager of a proposed career change by posting their résumé, job aspirations and annual performance reviews on the site. They can also submit applications for any vacancies. This information may be viewed by other managers, who can use it to foresee and plan their staffing needs.

### Assessing performance and providing effective guidance

Every year, it is recommended that employees have an **annual review** with their manager, during which they mutually discuss performance over the past year and set objectives for the next. The review also gives employees an opportunity to express their career goals so that an appropriate development plan can be proposed.

### Supporting brand development

As part of our growth strategy, the brands are playing a greater role in our human resources strategic landscape, while instilling a management culture aligned with their identity. They are enhancing their appeal with employee training programs, thereby helping to develop the expertise and employability of their teams.

### Enabling employees to move forward

In 2012, for example, **Sofitel** continued to deploy its "Ambassador" program, which is designed to offer eligible



employees career development opportunities through a three-stage process:

- **Be Yourself**, the talent selection stage, is led by the School of Excellence, a program for future Sofitel managers offered in exclusive partnership with 15 hotel schools worldwide;
- **Be Ready** trains participants to become Ambassadors. Flexibly organized over one to 24 months, this stage includes seven training modules and leads to accreditation as Ambassador;
- **Be Magnifique** offers accredited Ambassadors the possibility of managing a team, communicating brand knowledge and culture, becoming an expert in their field or becoming a certified trainer at their hotel.

Launched in 2010, **Novotel's** "Move Up" global human resources policy was still being rolled out across the worldwide Novotel network in 2012. It is designed to increase Novotel's attractiveness and employee retention through six programs:

- **Welcome**, a six-month onboarding program for all new employees that by year-end 2012 had been deployed in 253 hotels around the world;
- **Itineraries**, a skills qualification course that employees can complete at their own pace. By year-end 2012, it had been deployed in 112 hotels, with roll-out in Europe scheduled for completion in 2013;
- **Novotel Service Attitudes**, a program defining the brand's service style and spirit that by year-end 2012 had instilled new service skills in teams at 250 hotels around the world;
- **Globe-Trotter** offers participants a two-year track towards a position as department manager, with one year spent in another country on the same continent;

- **GM Pass**, a 12-month program for department managers interested in moving up to a hotel General Manager position;
- **Visa** provides an opportunity for top performers in a given job to work for a month in another country. A total of 121 employees have been selected for the program since 2010.

### Keeping the brand spirit alive

The brands also offer their employees training programs to help them express the brand identity to customers and deliver the excellent guest experience they expect.

In 2012, **Mercure** began to deploy the Mercure Quality Pact, supported by two e-learning modules developed in partnership with the Académie Accor. Intended for non-management personnel, "Discover Mercure" offers a comprehensive introduction to the brand and its quality commitments, while the "Manage Mercure Quality Guarantee" module for managers focuses more on the quality process, with a review of its stages, practices and compliance procedures.

Following the creation of the **ibis** megabrand in late 2011, the challenge in 2012 was to make every employee an ambassador in demonstrating to customers the meaning of this strategic change in our economy brands. By November, 97% of General Managers had participated in kick-off events organized in the various countries and regions. To get all of teams behind the project, two training modules were developed and led by the General Managers: "Discover ibis family" and "Becoming a Customer Ambassador." A full 91% of the teams attended the courses in November 2012.

## 2.2.3. OUR COMMITMENTS TO EMPLOYEES

Accor's commitments to employees are also expressed in the goal of promoting **diversity**, as well as in fair **compensation**, good **working conditions** and meaningful **social dialogue** with stakeholders.

### A commitment to diversity

Accor is deeply dedicated to recognizing the individual differences of every employee and to ensuring that human resources management processes are based entirely on capabilities and performance. This commitment, which is

structured around formalized undertakings for the Group and priorities set for 2015, reflects four major challenges for Accor:

- **corporate social responsibility**. As a fair and sustainable employer, Accor has the duty to reflect the diversity of its host communities;
- **being perceived as a good place to work**. A diverse company that respects its employees is well perceived by the public;
- **sales and marketing**. Integrating diversity helps us to understand guest expectations and to devise solutions that resonate with them;

- **performance.** Inclusiveness and social cohesion are important factors for well-being in the workplace, because a fulfilled employee is an efficient employee.

### Commitments to support diversity

Our steady support for diversity and rejection of all forms of discrimination have been formalized in a charter and a Group-wide agreement.

Signed by Chairman and Chief Executive Officer Denis Hennequin and deployed in 15 languages in 2011, the **International Diversity Charter** serves as the foundation of our diversity policies. It expresses seven key commitments:

- **give every employee the opportunity** to succeed by taking their capabilities into account at each stage in their careers;
- **fight against all forms of discrimination** on the basis of ethnic, social or cultural origin, gender, age, physical characteristics, disabilities, religion, language, marital status, union membership, sexual orientation or other characteristics;
- **conduct diversity surveys** in every host country;
- **offer every manager diversity training** or a sensitivity course, based on the local situation and available training resources;
- **explain our policy** to all of our employees and partners;
- **act as diversity ambassadors** to our customers, suppliers, hotel owners, investors and other partners, with the goal of fostering a shared ethical commitment;
- **report to the Executive Committee once a year** on diversity programs underway across the Group, to obtain the Committee's guidance and recommendations for pathways to improvement.

#### Four priorities have been defined for the period to 2015:

- diversity of origins;
- gender equality in the workplace;
- integration of people with disabilities;
- age diversity.

Our support for diversity and rejection of discrimination follows on directly from the 2004 signature of the French government's **Diversity Charter**.

More recently, in 2012, our Polish subsidiary Orbis became one of the first companies to sign the **Polish Diversity Charter**. During the year, the subsidiary's senior management focused on two diversity priorities: maintaining gender equality in executive positions (women accounted for 40% of hotel General Managers in Poland at year-end) and raising employee awareness of age diversity in order to improve management behavior.

### Promoting diversity and equal opportunity

The measures undertaken to promote diversity have been shaped both by the ambitious commitments demonstrated at the highest level and by locally defined action plans. The main initiatives led in 2012 addressed the following issues.

#### Populations in need

Accor is committed to supporting equal opportunity in education and the hiring of people from underprivileged backgrounds.

We are a founding member of the **Second Chance School in Paris**, part of a network created in French cities in association with the European Social Fund to facilitate the workplace integration of young adults, 18 to 26, without any qualifications or degrees and who have been out of the educational system for at least two years. Accor informs them about hospitality jobs and the vocational degrees and qualifying certifications they require and provides support and advice in writing résumés, preparing for job interviews and other critical job-seeking skills. We are currently working with every Second Chance School in France. Furthermore, a national partnership agreement has been signed with EPIDE, a Ministry of Defense-sponsored organization that assists young people with workforce integration.

Created in 2006 in association with the German Agency for Technical Cooperation (GTZ) and the Moroccan Ministry of Labour and Vocational Training (DFP), **Accor Morocco's** apprentice training center has three objectives: to train young dropouts, fight against the marginalization and exclusion of people seeking to re-enter society and defend women's rights in rural communities. During the 8<sup>th</sup> International Diversity Symposium, held in Morocco in 2012, Accor Morocco received the Diversity Award in the "Hiring and Integrating the Disadvantaged" category.

In **Australia**, Accor hotels continued their Indigenous Job Ready Program for the fourth straight year. Since 2009, the program has offered intensive training sessions to develop basic hospitality job skills. In partnership with the Australian Department of Education, Employment and Workplace Relations and Job Services Australia (JSA), Accor organized 16 workshops across the country in 2012. 130 indigenous people attended, enabling 90 of them to be hired by the Group.

#### Gender equality in the workplace

The **2012 diversity reporting process** enabled us to determine the percentage of women in management positions at the hotel General Manager, Operations Director and country Executive Committee levels, as well as in head offices, notably among senior executives. At December 31, 2012, 27% of General Managers of owned, leased and managed hotels were women.





The **worldwide target** is for women to account for 35% of hotel General Managers by 2015, which represents a mid-point on the way to meeting the overall objective of 50%.

As of year-end 2012, three of the eleven members of the **Board of Directors** were women, or 27%, and two of the eight Executive Committee members were women.

At that same date, Accor had 62,363 women employees worldwide, accounting for 47% of the total workforce and 41% of managerial staff.

On December 10, 2012, Accor launched **Women at Accor Generation (WAAG)**, an international women's network open to both men and women employees of any Accor brand. Through its eight regional networks, WAAG is committed to fighting against stereotypes and the self-censorship of women, primarily by mentoring women employees, sharing experience, conducting training and facilitating networking.

In 2011, Accor joined eight other French companies in a **research study of gender stereotypes conducted by IMS Entreprendre Pour la Cité**, a French organization that promotes corporate social responsibility practices. In the case of Accor, IMS surveyed employees of our hotels and head offices in order to quantify gender stereotypes and their impact on discrimination against women and opportunities for women to serve in positions of responsibility. Published in 2012, the findings showed that while Accor demonstrated positive stereotypes, due to its high percentage of women employees, much remained to be done to improve social cohesion and attenuate feelings of gender discrimination. The study helped to raise employee awareness and led to a number of action plans, which will be implemented in the future.

All of the teams in the head offices and the owned and leased hotels in France are covered by a **gender diversity agreement**, signed in 2011 for the hotels and in 2012 for the Accor SMI headquarters in Evry and the Accor SA headquarters in Paris.

### People with disabilities

In France, the Integrating the Disabled Project (MIPH) is an integral part of the diversity action plan. It is governed by a **Group-wide agreement** concerning the hiring and retention of disabled employees, whose renewal for a further three-year period (2012-2014) was signed with all of the employee representatives in 2012.

Under the agreement, the **MIPH** team carried out the following actions during the year:

- 37 people were hired in Accor France operations, mostly under permanent contracts;
- 92 training and awareness-building sessions were conducted in our hotels, in particular through partnerships with schools. These sessions are sometimes a first step to hiring, with nine participants being offered job contracts.
- 57 people with a hearing or vision impairment or a psychological disability were hired and trained in kitchen, dining room and housekeeping skills through custom-designed training programs. The Novotel Paris Tour Eiffel,

for example, took on nine disabled people for a three-month training program with the goal of offering them a permanent employment contract upon graduation;

- 30 employees were able to keep their jobs thanks to support from Mission Handicap, which i) helped to analyze their workstation ergonomics, leading to improvements in design and equipment; ii) provided financial support for the purchase of medical equipment; or iii) conducted skills reviews;
- 30 disabled people working in sheltered workshops were employed under a Group partnership program.

In November 2012, two new communication campaigns – one for employees and the other for young people in hotel schools, apprentice training centers and special needs schools – were launched to facilitate the hiring and integration of people with disabilities. Expressing the same strong message – “every day, we welcome very different people and we have always hired them” – both campaigns illustrated the reality of the diversity and disability experience at Accor with messages resonant with the target audience.

In France, on a full-time equivalent basis, a total of 536 disabled persons were employed at December 31, 2012, representing 4.15% of the workforce for the year.

In other host countries, a variety of initiatives have been taken to support jobs for the disabled, depending on local legislation and local management priorities.

For the past year, **Accor Thailand** has pursued a program to hire and onboard people with disabilities in all of its hotels. On December 3, 2012, the International Day of People with Disability, it received an award in Bangkok from the Ministry of Labor. So far, more than 30 disabled people have been hired by our operations in Thailand.

In **Brazil**, application of our disabled diversity policy is being facilitated by local legislation encouraging the hiring of the disabled. As of December 31, 2012, the various Group brands employed a total of 105 people with disabilities.

### Age diversity

At Accor headquarters, jobs for people over 55 are being promoted through a three-year action plan, signed on November 2, 2009 and running through December 31, 2012. It is designed to keep the percentage of these employees in the workforce steady over the period at the 5% observed at the date of signature by implementing measures in six areas:

- encouraging the hiring of people over 55 by developing the anonymous résumé and creating a module to train managers and HR staff in non-discriminatory hiring practices;
- offering all employees over 45 a second-half career interview;
- improving and guaranteeing access to training for employees over 45;
- expanding information on retirement systems and introducing part-time working solutions;

- developing mentoring programs to transfer knowledge and skills;
- improving working conditions and avoiding physically and mentally strenuous situations.

In late 2009, the French Hotels business signed a three-year agreement, running from January 1, 2010 until December 31, 2012, to promote the employment of older people, with measurable targets for retaining employees over 55 and for hiring people over 50. The target for December 31, 2012 was a 10% increase in the number of employees over 55 compared with December 31, 2010. In addition, based on feedback from reporting indicators, measures to retain older employees are being implemented in three main areas: i) offering career development opportunities; ii) improving working conditions and avoiding physically and mentally strenuous situations; and iii) enhancing skills and access to training.

While scheduled to end on December 31, 2012 in compliance with regulatory requirements, the agreements remain in effect ahead of new French legislation to be passed in 2013 offering payroll tax exemptions if companies simultaneously hire a person under 26 and assign an employee over 57 to mentor him or her. During this interim period, new negotiations will be opened.

## Fighting discrimination

### Locally defined discrimination alert plans

Fighting discrimination is an important component of our human resources policy. For this reason, discrimination alert plans have been deployed locally to help victims quickly identify the right person to contact for assistance.

**In Brazil**, for example, an annual employee satisfaction survey provides valuable feedback on the working environment in general and discrimination issues in particular, notably with regard to origin, age, gender or sexual orientation. When significant variances are noted for a particular department or site, a roundtable is organized to get a better understanding of the situation and an action plan is deployed.

**In New Zealand**, an alert procedure has been implemented in accordance with local legislation. Sensitivity training is offered and a clearly identified complaints officer has been appointed in each hotel.

**In India**, all of our hotels have set up a Harassment Committee for employees or guests. Roundtables are also regularly organized so that employees can talk about these issues.

Since 2008, the Group's non-discrimination and diversity policies have been led by the Diversity Department. In addition, an

email address is available on the global diversity intranet site. Together, these two channels enable employees to report any perceived discrimination or unfair treatment.

### The anonymous *résumé* on the AccorJobs website

The use of anonymous *résumés* was one of the measures in the **agreement on diversity in France** signed with all of the employee representatives in January 2007.

This solution helps to **ensure equal treatment from the outset of the hiring process**, since candidates are short-listed solely on the basis of their training, experience and skills so as to preclude even subconscious discrimination due to age, gender or origin and to counter recruiters' natural tendency to hire people like themselves.

## Diversity training

The commitment to diversity is meaningful only if it is embraced by every employee and demonstrated in their day-to-day working practices. To eradicate stereotyping, two levers are being activated: training and the sharing of the best practices already being applied in the Group.

The "Managing Diversity" *e-learning* module, which was awarded the 2011 Grand Prix AFPA by France's national adult vocational training association, was completed by nearly 2,000 managers in France in 2011 and 2012. Now aligned with European legislation and translated into English, it will be deployed in Europe in 2013.

The primary communication medium for the commitment to diversity is the diversity intranet site, which since January 2011 has described the best practices reported from across the Group. It also provides links to international reference documents, like the Group's International Diversity Charter, and to such resource documents as European directives on non-discrimination and diversity and a recruitment guide in six languages.

## Compensation and benefits

To effectively fulfill employee aspirations around the world, Accor has defined a global compensation strategy tailored to the needs of employees and consistent with local practices in each country.

Compensation and benefits policies are guided by four principles:

- offer **compensation** that is **competitive** in each market and country;
- ensure that employee **compensation** is determined **fairly**;



- encourage **employee savings** and stock ownership;
- strengthen employee **healthcare coverage** and other benefits.

Aware of the value of its employees, Accor is committed to offering attractive compensation packages, in line with the principles of **fairness and equal opportunity**. We therefore carefully ensure that decisions concerning every aspect of compensation are made without any discrimination with regard to age, gender, nationality or any other personal criteria.

We are also committed to compensating every employee in line with market practices, which are identified and tracked through regular surveys conducted by specialized firms.

Managers <sup>(1)</sup> receive a base salary and an incentive bonus reflecting their performance in meeting personal and team objectives and their contribution to the Group's success.

To monitor implementation of this policy and its alignment with market practices, **compensation studies** are regularly conducted by job track, skills-set or region. In 2012, for example, hotel industry-specific compensation studies were conducted worldwide, with more countries and brands covered in the Europe, Middle East, Africa region and hospitality jobs surveys carried out in North America, Latin America and Asia-Pacific. During the year, Accor again participated in the International Hospitality Industry Club Survey, the global benchmark for compensation and benefits in the hospitality industry, which in 2012 reviewed the regional compensation packages for internationally mobile employees of leading hotel operators in Brazil, China, India and the United Arab Emirates.

To strengthen our compensation and career management policies, management-level benchmark jobs are now being mapped worldwide, by job track. This process was completed for the Operations track in 2011 and the Information Technology and Sales-Distribution tracks in 2012, when the Marketing mapping program was successfully launched.

Payroll costs for the head offices, owned hotels and leased hotels are presented in section 5.1.9, note 4. Operating Expense.

### Employee savings and stock ownership

Every year since 1985, Accor employees in France have been able to participate in a **Corporate Savings Plan** (PEEG), which has been regularly updated and improved over the years. It allows employees to invest in various mutual funds in either of two ways, with Accor contributing matching funds in each case.

Under the conventional system, employees invest whenever they like and qualify for the employer's contribution; in 2012, 3,858 employees paid into the plan this way. The supplemental

system allows employees to make regular payments directly debited from their pay, which are also eligible for the employer's contribution. In 2012, 2,427 people invested via this system, which is designed to help employees with little capital available for savings.

To encourage long-term employee savings, Accor negotiated the creation of a PERCO group retirement savings plan with employee representatives in 2011. The plan enables employees to build a nest egg that will supplement their income during retirement, with matching funds contributed by Accor. A total of 8,681 employees invested in the new plan during the year.

All of these French employee savings plans are explained in a dedicated brochure given to employees each year, with the information also posted on the French intranet site.

Employees in France also receive profit-shares under a corporate agreement covering 93 companies in respect to 2011. Non-discretionary profit-shares earned in 2011 and paid in 2012 amounted to an aggregate net €8.8 million for 22,590 employees, or an average net amount of €390 per person.

In compliance with the French Pension Reform Act of November 10, 2010, employees had the option of allocating all or part of these profit-shares to the PERCO retirement savings plan or the PEEG Corporate Savings Plan, or else requesting immediate payment.

In 2012, an additional non-discretionary profit-share was negotiated with employee representatives, in compliance with the Act of July 28, 2011 creating a mandatory "profit-sharing bonus." The related agreement, providing for a payment based solely on the period worked in 2011, was signed by all of the unions. Under its terms, €5 million (excluding the *forfait social* employer surtax) was allocated among employees covered by the Group-level non-discretionary profit-sharing agreement in France. This represented a more than 50% increase in total euros paid in non-discretionary profit shares in respect to 2011.

In order to better reflect each unit's actual business performance, **discretionary profit-sharing** agreements based on Company performance and financial results are generally signed in each subsidiary or hotel.

In 2012, nearly €21 million in discretionary profit-shares earned in 2011 was paid to 24,092 employees, representing an average net amount of €871 per person for the year.

On several occasions since 1999, employees around the world have been offered the opportunity to purchase new Accor shares on preferential terms and conditions, as part of employee share issues. As of December 31, 2012, 11,514 employees owned shares in their company (for more details, please refer to page 311).

(1) For Accor, a manager is defined as an employee who manages others and/or has a high level of expertise.

## Insurance coverage

**In France**, a new Group agreement providing blanket insurance and supplementary health coverage was negotiated in 2012 and came into effect on January 1, 2013. Insurance and supplementary health coverage is an important benefit for employees and their families. The new agreement has upgraded the cover to align guarantees with employee needs and to fulfill the commitments of responsibility and mutual support that will make them sustainable over time. At the same time, coverage was improved and the cost negotiated thanks to the competitive bidding process involving several market insurers.

To help employees understand the details of their coverage, brochures describing the applicable insurance and healthcare benefits and explaining how they are implemented were updated and distributed individually to each person.

**In the Other countries**, and particularly in Europe, Middle East, Africa, Accor pursued the comprehensive, detailed review of existing coverage and the deployment of healthcare and other insurance, depending on local needs. To improve conditions for local employees and encourage employee mobility, benefits include both insurance and healthcare coverage for routine care, hospitalization, maternity benefits, eye care and other expenses.

## Retirement benefits

Set up in 2007, the Group Retirement Benefits Committee continued its activities in 2012. Designed to encourage dialogue and consensual management, the Committee is comprised of representatives from the corporate Human Resources, Consolidation, Treasury and Financing, and Administrative Services Departments, as well as the Group's consulting actuary.

Issues addressed in 2012 included:

- actuarial assumptions and the Group-level consolidation process;
- tracking the financial management of outsourced pension plan assets in Brazil, the United States and the United Kingdom;
- analyzing employee investment strategies and percentage take-up for the PERCO retirement savings plan in France, described in the "Employee savings and stock ownership" section;
- the Group's position on the taxation of France's Article 39 defined benefit pension plans.

## Health and working conditions

Accor ensures a safe working environment for employees in its hotels and head offices, while informing and training them in best health and work posture practices. This commitment is underpinned by collective agreements signed with employee representatives. We also encourage franchisees to lead prevention campaigns for their employees, in particular by

providing them with support materials and setting measurable Group-wide targets as part of the PLANET 21 sustainable development strategy.

## Employee health and safety

Accor believes that employee well-being and the quality of worklife are critical drivers of an aligned workforce in its hotels and head offices.

We carefully take into consideration the employee health risks in every job family, with a special focus on housekeeping jobs. Preventive measures have been taken, for example in France, where the Levly® hydraulic bed-lifting system has been introduced to improve the working conditions of housekeeping staff. By raising the mattress to waist level, these ergonomic beds attenuate the risk of joint injuries. Currently deployed in the Upscale & Midscale brands, a study is underway to determine the feasibility of using the technology in the new ibis bedding. Since 2007, the Integrating the Disabled Project (MIPH) has subsidized the installation of 8,940 Levly® systems in France, of which 311 in 2012. The initiative is also being deployed in other countries, such as the United Kingdom, Belgium, Bulgaria, Ghana, the Netherlands and Poland.

For the phase-in of the new **ibis** bedding across the brand, a new bedclothes folding technique helped to lighten the load lifted daily by housekeeping staff, thereby reducing the risk of muscular-skeletal disorders.

**Occupational illnesses** are not reported to Group level. In France, this data is tracked via the different Health, Safety and Working Conditions Committees in each legal entity, with a centralized reporting system scheduled for deployment in 2013. In other countries, this type of data is not yet reported to Group level.

In 2012, the **lost-time incident frequency rate** (i.e. the number of lost-time incidents, as defined by local legislation, per million hours worked) in the owned, leased and managed hotels stood at 13.5%, versus 14.5% in 2011. Note that in 2012 and 2011, the scope of reporting did not include one hotel in Turkmenistan, where reporting of this information is prohibited by law, and in 2011 it did not include the Motel 6 and Studio 6 units in the United States, where this information is not defined consistently in the local payroll system.

In 2012, an employee in Thailand died in a commuting accident. There were no fatal workplace accidents during the year.

In general, the **lost-time incident severity rate** is not yet measured by the Group.

## Creation of Health and Safety Committees

**In Brazil**, an internal commission on preventing workplace accidents has been set up in each unit with more than 50 employees. Comprising both employee and employer representatives, the commission focuses on preventing accidents and occupational illnesses.



Health and Safety Committees in **France** have been continuously trained and kept in compliance with prevailing legislation, in order to guarantee safe, appropriate working conditions.

**In Australia**, a national Health and Safety Committee has been established to develop and manage different strategies for preventing injuries and occupational illnesses. Specific guidelines for hotels were published in 2010, supported by an Académie Accor training program for General Managers and department managers in owned, leased and managed hotels in the country.

### Workplace health and safety agreements

In France, the Accor SA head office signed a framework agreement on addressing psychosocial risks in the workplace in 2010. The agreement has led to the introduction of measurable indicators, as well as more qualitative tools like the questionnaire administered during occupational health check-ups and the subsequent definition of preventive action plans. A steering committee made up of managers, human resources managers, risk management specialists, occupational physicians, members of the Health, Safety and Working Conditions Committee and members of the Works Council has been created and will meet once or twice a year to prepare action plans to reduce stress. A training module for managers was also rolled out in partnership with the Académie Accor.

In 2011, the French Hotels business signed a framework agreement on psychosocial risks with employee representatives,

covering i) the prevention of these risks by offering sensitivity courses open to any employee and ii) the sharing and deployment of a method for jointly assessing workplace distress. This assessment was carried out in 2011, with 7,321 people or 54.74% of employees in owned and leased hotels in France responding to the survey. The findings, which were reported in 2012, showed that employees had a positive perception of their relationship with their manager and their colleagues. Needs were expressed, in particular to improve work-life balance. Presentation of the findings to the Hotels Consultation Committee will lead to the development of action plans.

### Employee training in good health and eating habits

Accor supports employee training and instruction in best practices to attenuate the risk of illness and workplace accidents.

As part of the Planet 21 program, the owned, leased, managed and franchised hotels are encouraged to offer employees awareness-building and training sessions, with a focus on the prevention of HIV/AIDS and of chronic diseases like diabetes, cancer and cardiovascular ailments, the importance of nutrition and a balanced diet, the prevention of psychosocial risks, and first aid. In each case, the approach is carefully aligned with the relevant health issues specific to each country or region. The hotels report data on these sessions in OPEN, our sustainable development management application.

Charter 21 Results	France	Europe excl. France	Asia-Pacific	Latin America and Caribbean	Rest of the world	Owned, leased and managed hotels	Franchised hotels	Total 2012 scope of reporting
Health/well-being training								
Hotels organizing health and well-being training	24%	44%	61%	52%	72%	47%	27%	40%

### HIV/AIDS

Since 2002, Accor has deployed a wide-ranging commitment to fighting against epidemics, particularly of HIV/AIDS and malaria, through protection programs for employees and awareness campaigns for guests.

Employee-focused actions are structured by ACT-HIV, our front-line HIV/AIDS awareness program introduced in Accor in 2007. It offers hotel General Managers a six-step action plan built on our commitment's three core principles: confidentiality, non-discrimination and equal access to treatment.

By the end of 2012, nearly 15,000 employees had attended awareness and training sessions; 934 hotels were equipped with condom vending machines.

To get answers to their questions about health and well-being, employees in eleven African countries can now visit the new Accor E-care website, which was launched on February 14, 2012. Originally focused on HIV/AIDS prevention, the site has since been expanded to other diseases prevalent in the region.

### Workweek organization

Given the nature of our business and the long opening hours of hotels, employees in the Hotels business can work according to flexible schedules, including nights, holidays and weekends.

In the **French** Hotels business, the workweek has been set at 39 hours for non-managerial employees. However, in compliance with amendment 2 to the Hotels, Cafés and Restaurant industry

agreement, time worked from the 36<sup>th</sup> to the 39<sup>th</sup> hour is paid 10% overtime. In owned and leased hotels, overtime from the 36<sup>th</sup> to the 39<sup>th</sup> hour is paid at the normal rate, with the 10% overtime taken in the form of additional time off. Most managers are paid a fixed annual salary for 218 days worked per year. At Accor head offices, the workweek for non-managerial staff is 35 hours, with most managers expected to work a set 218 days a year.

**Worldwide**, 88% of employees in head offices and in owned, leased and managed hotels work full-time and 12% work part-time. Their working hours are set in compliance with local legislation or collective bargaining agreements.

### Work-life balance

Accor is committed to promoting local programs to enhance work-life balance as the most effective way to meet culturally-specific expectations and needs in the different host countries. These programs cover a range of areas, with a particular focus on preventing psychosocial risks.

The **ibis** brand, for example, has deployed a hotline and support system for employees in all its French subsidiaries to prevent workplace distress. The system is designed to detect and remedy abusive situations confidentially so that action is taken quickly to limit their impact. On April 2, 2012, the system was extended to all of the owned and leased hotels in France and to the Hotels business head office.

### Positive response rates (“agree” and “fully agree”) to the Group’s primary satisfaction drivers

Head offices and owned, leased and managed hotels	Positive response rate	
	Total	Of which “fully agree”
I am proud to work at Accor	87%	40%
My work enables me to develop my skills	86%	34%
My working environment is good	80%	28%

In addition to these opinion polls, managers can also use the “**Local Climate and Personal Initiative**” (CLIP) survey to measure their team members’ morale and engagement in the area of eight main worklife issues. The findings are used to design an action plan to improve management practices and the workplace environment. CLIP is available online or downloadable on paper in 11 languages from the dedicated intranet site.

### A Great Place to Work

On November 14, 2012, the Great Place to Work® Institute released its list of the world’s 25 best multinational workplaces. Accor is the first French multinational to appear in the prestigious selection.

The global award topped Accor’s seven other national rankings by the Institute during the year, in Argentina, Austria, Brazil, Chile, Mexico, Peru and the United Kingdom.

### Social dialogue

Accor strives to maintain constructive social dialogue based on mutual respect with employee representatives, in a commitment to fostering a high-quality working environment.

### Employee surveys

**Opinion surveys** are conducted every two years in the owned, leased and managed hotels to gauge employee satisfaction with a variety of worklife issues and to explore new pathways to improvement.

To obtain comparable data across the scope of reporting, a set of core questions defined at corporate level is integrated into each local survey, which may also include questions on more specific local or brand-related issues.

Survey findings are reported across the hotel chain of responsibility and to the head offices, where they offer invaluable support for the teams who devise and deploy action plans to improve performance in areas of dissatisfaction.

Consolidated survey data show that the Group’s results have remained stable over the years, with employees consistently saying that they are highly satisfied in general and very proud to work at Accor.

In the 2010/2011, 75,699 employees of the owned, leased and managed hotels in 71 countries took part in the survey, for an 87% response rate.

### Collective agreements

A large number of collective agreements were signed in France and other countries in 2012, mainly concerning diversity, human resources planning and development and compensation.

**In France**, each year all of the legal entities conduct Mandatory Annual Pay Round (NAO) with union representatives and sign entity-wide discretionary profit-sharing agreements.

Following on from the 2009-2011 three-year agreement on human resources planning and development (GPEC), a new three-year agreement covering 2012 to 2014 was signed for hotels in France. It provides for such employee support resources as annual performance reviews, information, training and certification programs, and defines the eligibility and transfer conditions for internal mobility.



In addition, collective agreements were also signed in a number of host countries during the year:

- **In Hungary**, a new collective agreement for the Hotels business was signed with stakeholders on July 7, in compliance with the legal obligation to renew this type of agreement. It defines employment and working conditions and other supplementary benefits in addition to those prescribed by local labor law.
- A new collective agreement on working conditions in the Hotels business was also signed in the **Netherlands**, covering such issues as working hours, vacations and workplace well-being. In particular, it negotiated a 1.25% increase in gross wages effective January 1, 2013.
- Lastly, in **Brazil**, the collective wage-setting agreement was renewed during the year, with in particular an extension of the bonus program to every employee.

## Employee representative organizations

### The Group Works Council

Created by the October 12, 1984 framework agreement, the Group Works Council supports dialogue and the sharing of business information with employee representatives in France. Under a new agreement signed with the representative unions on October 27, 2011, the Council now comprises 24 employee representatives chosen from among the 76 subsidiary

Works Councils in France, plus a delegate from each of the representative unions. The latest agreement also stipulates that the Council can use the services of a certified accountant and that its members should receive two days of financial training each year. Chaired by the Chairman and Chief Executive Officer or his representative, it meets twice a year and has access to all of the Group's business data.

### The Social Council

Another collective body that promotes constructive social dialogue is the Social Council, which meets on a regular basis and provides an informal forum for on-going relations with union representatives. The meetings address important topics and certain strategic issues.

### The European Works Council

The European Works Council is co-chaired by the Chairman and Chief Executive Officer and a representative of the International Union of Foodworkers (IUF). It meets at least once a year to examine the Group's organization, strategy and results, as well as cross-border issues. The full-session meetings are held at the International Labour Organization's head office in Geneva. To maintain open information channels and prepare the Council's annual meeting, an amendment signed on October 8, 2004 set up a Council Bureau, which may be convened in special meeting to exchange views and discuss any measures under consideration.

## 2.3. ENVIRONMENTAL REPORT

### 2.3.1. ENVIRONMENTAL POLICY

#### Internal organization

Environmental policy is seamlessly aligned with PLANET 21, the sustainable development strategy defined by the Sustainable Development Department, which reports to the Global Human Resources Officer, a member of the Executive Committee

The Sustainable Development Department coordinates and supports the deployment of PLANET 21 by the brands and the corporate departments (procurement, marketing, legal affairs and technical services). PLANET 21 is implemented by the country organizations and the brands by a network of around 80 sustainable development coordinators based around the world.

#### The OPEN management and assessment application

PLANET 21 is managed using OPEN, a sustainable development management application available on the corporate intranet since 2005. It enables hotels to report, track and manage:

- their sustainable development performance via the 65 environmental and social responsibility actions specified in Charter 21;
- their water and energy use thanks to monthly reporting and tracking;
- laundry use for hotels taking part in the Plant for the Planet project, which encourages guests to keep their bath towels for more than one day. Half of the resulting cost savings are donated to reforestation projects;
- the amount of waste they produce, segmented by type of recovery or disposal (landfilled, incinerated, recycled, etc.) and the related waste management costs.

OPEN will gradually be revamped from 2013 to make it more user-friendly and to enhance its management functions.

#### Charter 21

Introduced in 2005, Charter 21 recommends 65 actions – such as recycling glass, recovering rainwater and using eco-labeled products – that hotels can deploy to effectively reduce their environmental footprint. Updated in 2011, the Charter now addresses social responsibility issues like the organization of staff training on health and well-being or the purchase of fair trade products.

More than a reporting system, however, Charter 21 is above all a management tool. To reinforce this aspect, the actions have been classified for internal use into four levels – Bronze, Silver, Gold and Platinum – depending on the degree to which they have been met and the amount of personal commitment they require. This helps to guide the hotels in gradually deploying the actions and self-assessing their progress.

Charter 21 is structured into five sections:

- management (12 actions);
- energy (18 actions);
- water (12 actions);
- waste (13 actions);
- products (10 actions).

As part of a continuous improvement process, some of the actions were clarified, others removed and new ones added in 2012. New actions for which comparative data are not available are marked *NEW* in the tables below.

To enhance the reliability of reported data, eight Charter 21 actions have been included in the quality audits performed by outside auditors since 2008. The ten most critical actions will be audited in 2013. Due to the audit schedule, the findings are not included in the annual consolidation but nevertheless enable internal teams to track the reliability of reported hotel data.

After the annual reporting round, the data are consolidated and analyzed at Group level, with the results indicated in the following tables. Unless otherwise specified, these results concern all Accor hotels worldwide, with the exception of the





Adagio City Aparthotels, which do not apply Charter 21, and the sea & spa facilities, which apply the same Charter actions as their host hotels and whose data are therefore consolidated with those of the hotel <sup>(1)</sup>. The entire reporting process is defined in the sustainable development reporting protocol posted on the accor.com website.

Results are expressed as a percentage comparing the number of hotels implementing a given action to the total number of hotels applying the Charter 21. Some actions 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 (designated "applicable hotels" in the tables).

Unless otherwise noted, the results cover all of the hotels that applied Charter 21 in 2012. They are broken out by the following geographies: France, Europe excluding France, Asia-Pacific, Latin America and the Caribbean, and the rest of the world (Africa, Middle East and North America).

In 2012, 3,080 hotels, totaling 92% of the Accor network, reported data on their Charter 21 performance. In addition, for the second straight year, all of the owned, leased and managed hotels applied the Charter 21 and 81% of the franchised hotels reported Charter 21 data. The decline in the response rate for the year was caused by the deconsolidation of Motel 6 and Studio 6 brand hotels and by the growing number of franchised hotels.

Hotels applying Charter 21	2011		2012	
	Number of hotels	% of hotels	Number of hotels	% of hotels
Owned or leased	2,056	100%	1,390	100%
Managed	564	100%	649	100%
Franchised	1,137	82%	1,041	81%
<b>TOTAL</b>	<b>3,757</b>	<b>94%</b>	<b>3,080</b>	<b>92%</b>

Charter 21 actions applied in 2012	France	Europe excluding France	Asia-Pacific	Latin America and the Caribbean	Rest of the world	Total 2012	Change 2011-2012
Average number of actions deployed	35	42	42	44	42	39	+4 actions

### Monitoring water and energy use

Water and energy use is managed by the corporate Design & Technical Services Department, supported by the network of country or regional Technical Departments. They are deploying a variety of methods and tools to track consumption more effectively, enhance data reliability and enable the hotels to maintain or improve their performance.

Since 2005, the hotel performance optimization process has been driven by a dedicated, regularly upgraded module in the OPEN application and by the deployment of a management process specific to the Hotels business, based primarily on the Accor-developed BOOST method. In 2013, the OPEN scorecard will be expanded with a new "energy ratio" indicator, calculated to take into account the impact of weather conditions and occupancy rates. This will support meaningful comparisons and more accurately measure the efficiency of the energy management process.

To improve data reliability, a procedure was introduced in 2011 whereby water and energy use data entered into OPEN – manually, via remote metering or imported from service providers' reporting systems – are validated each month by the hotel and by the regional or country manager. Only hotels whose water and energy use data have been validated at regional level over the 12 months are included in the consolidated scope of reporting.

This shared management process covers more than 90% of the owned, leased and managed hotels in our host countries.

In 2012, water and energy use data for 1,459 owned, leased and managed hotels were validated, corresponding to 79% of the scope of reporting. Known as the coverage rate, this percentage is used as an indicator to encourage each country organization to continuously improve its management process.

(1) The scope of reporting also does not include hotels sold as of December 31 in the current year or opened after September 15, nor certain exceptional cases, such as hotels impacted by natural disasters or closed for long-term renovation.

Coverage by region and operating structure	France		Europe excl. France		Asia-Pacific		Latin America and the Caribbean		Rest of the world		Total scope of reporting	
	Owned & Leased	Ma-naged	Owned & Leased	Ma-naged	Owned & Leased	Ma-naged	Owned & Leased	Ma-naged	Owned & Leased	Ma-naged	2012	2011
Coverage rate	85%	49%	94%	65%	89%	69%	58%	0%	69%	52%	79%	71%*

\* Excluding Hotel 6 and Studio 6.

Unless otherwise specified, indicators for water and energy and greenhouse gas emissions concern hotels in France, Europe excluding France, Asia-Pacific, Latin America and the Caribbean, and the rest of the world (Africa, Middle East and North America).

Data may be accessed at every operational and functional level, enabling several kinds of comparison, such as year-on-year and between hotels, countries or brands, using relevant operating indicators.

Franchised hotels, hotelF1, Formule1 and ibis *budget* hotels under commission-based management contracts in France, Australia and South Africa, Mercure Apartments in Brazil and Adagio City Aparthotels are not included in the scope of reporting for water and energy data.

Compliance with the procedures for reporting water use, energy use and greenhouse gas emissions and the reliability of these procedures have been reviewed by Ernst & Young since 2009.

## Certification procedures

### Group policy

For several years now, Accor has been leading ISO 14001 certification initiatives with the goal, as part of the PLANET 21 program, of earning certification by 2015 for 40% of the hotel base, regardless of operating structure (excluding budget hotels). This highly demanding international certification requires careful diligence on the part of hotel management teams, in particular to maintain compliance with the latest legislation, and continuous improvement in environmental performance. By the end of 2012, a total of **785 hotels, or 31% of the network** (excluding budget hotels), **had been certified**.

The 40% objective does not include hotels in the budget segment, due to both financial reasons and a lack of human resources. Certification is a highly demanding process for all of the employees of a hotel, which makes it difficult to implement in lightly staffed budget hotels. Nevertheless, an ibis *budget* hotel in New Zealand is currently working on ISO 14001 certification as part of a pilot program to determine feasibility and the adjustments required to earn certification for this category

of hotels. The budget segment includes the hotelF1, Formule 1 and ibis *budget* brands, which account for around 20% of the network.

To deploy certification across the brand base, an **Environmental Management System (EMS) known as "PLANET 21 in action"** is now being finalized after having been implemented in late 2012 by Académie Accor France, our first training campus to be ISO 14001 certified. It enables a hotel to diligently manage its environmental strategy, so as to improve performance while complying with ISO 14001 standards.

Deployment will also be facilitated by an e-learning module to be introduced in 2013 to provide step-by-step support for hotels in implementing the ISO 14001 EMS.

### Brand involvement

In 2004, **ibis** was the world's first hotel chain to initiate an ISO 14001 environmental certification process and by December 31, 2012, **565 ibis hotels in 30 countries had been certified**.

To optimize the management of both guest satisfaction and environment performance, the ibis chain has deployed an Integrated Management System (IMS) combining ISO 9001 quality standards and ISO 14001 environmental standards, so that environmental issues are now holistically addressed as part of a hotel's General Management process.

In 2008, the **Novotel** brand began an international program to earn EarthCheck environmental and social certification. As of December 31, 2012, **220 Novotel hotels had been EarthCheck certified in 34 countries**.

In 2012, the brand reasserted its commitment by deciding to upgrade to ISO 14001 certification, the global benchmark in environmental management. It is now actively strengthening worldwide roll-out of certification programs with the new objective of earning ISO 14001 certification for all of the Novotel and Suite Novotel hotels by mid-2014.

During the transition period, the brand has asked Novotel hotels not to renew their EarthCheck certificates, with the result that 43 hotels lost their certification in December 2012.



## Certified hotels by region

### Certified Novotel and ibis hotels by region, as of end-2012

ISO 14001 certification	France	Europe excl. France	Asia-Pacific	Latin America and the Caribbean	Rest of the world	Total	
						2012	2011
<b>ibis</b>							
Number of hotels certified	222	214	28	78	23	565	419
% of hotels certified	59%	64%	29%	88%	39%	59%	46%
<b>EarthCheck certification</b>							
<b>Novotel</b>							
Number of hotels certified*	68	87	48	10	7	220	137
% of hotels certified	60%	66%	39%	56%	23%	57%	36%

\* Including the 43 Novotel hotels that did not renew their EarthCheck certification.

### Other hotels certified as of end-2012

#### ISO 14001

Thalassa	10 spas in France
Sofitel	2 Sofitel: 1 in Greece and 1 in Australia
Académie Accor	1 campus in France

#### EarthCheck

Mercurie	4 Mercurie: 3 in Egypt and 1 in Fiji
Pullman	1 Pullman in the United Arab Emirates
Sofitel	4 Sofitel: 3 in Egypt and 1 in Fiji
Suite Novotel	2 Suite Novotel in France

## Environmental expenditure

In addition to the expenditure committed by the hotels to improve their sustainable development performance, the Sustainable Development Department's environmental budget, excluding operating costs, amounted to around €227,000 in 2012. The budget was primarily spent on managing compliance, upgrading the Plant for the Planet reforestation project and conducting studies and projects, particularly on waste. It did not include any costs incurred by the hotel brands or support functions, which are not consolidated, nor those incurred by such departments as Technical Services or Sustainable Procurement.

## 2.3.2. PREVENTION AND REMEDIES

### Compliance

In 2009, Accor developed the proprietary Safety and Environment Tool (SET), a compliance management application covering safety, environmental and technical issues. It identifies regulations applicable to hotels organized by topics that are easily recognizable by hotel managers and technical teams.

SET enables managers to:

- stay informed of the latest regulations;
- identify compliance shortfalls;
- manage action plans to remedy non-compliance.

SET is currently deployed in France (excluding ibis *budget* and hotelF1 units), Morocco, Portugal, Belgium, Luxembourg, Egypt,

the Middle East and in ibis hotels in Germany. It is now being rolled out in Italy, Spain and the United Kingdom.

### Organization created to respond to accidental pollution

The risk of accidental pollution whose consequences extend beyond the hotels is very low in light of their operations, which involve very few toxic or hazardous products. In seawater spas, however, procedures have been introduced to alert public authorities in the event of non-compliant wastewater analyses.

## Environmental provisions and guarantees

The risk mapping exercise conducted by the Risk Management Department, which covered all of the Group's operations, did not report any major information concerning the environment. As a result, no material provisions have been set aside for environmental risks.

## Penalties paid following a court ruling on environmental claims

Accor has not been the subject of a court ruling in connection with any environmental claims.

## 2.3.3. TRAINING AND INFORMATION INITIATIVES

### Raising employee awareness

- A vast sustainable development employee training program is now underway, based on a dedicated e-learning module created specifically for the Hotels business with the Académie Accor in France.

The module is enabling participants to embrace sustainable development issues and the PLANET 21 program's ambitious objectives, while raising their awareness of the daily, environmentally-friendly actions that can be applied in different parts of the hotel, including guest rooms, restaurants and kitchens.

Already available in eight languages, the unique module will be deployed more extensively in 2013.

- In addition, "Sustainable Development in my Job" fact sheets have been prepared for all of a hotel's job families, including

head station waiters, cooks, housekeeping floor supervisors and Sales Directors. Adaptable to each hotel's local situation and priorities, they offer assistance and practical advice in deploying effective sustainable development procedures.

- On April 21, 2012, 71 country organizations participated in the first PLANET 21 Day to demonstrate their commitment to sustainable development. Formerly known as Earth Guest Day, the event is designed to build awareness of sustainable development issues among Accor employees.

The Day is organized in the hotels, in collaboration with nearby Accor hotels, guests, local communities and employee families.

A very large number of employees got involved, leading actions to support the 21 commitments of PLANET 21, such as planting trees and cleaning up beaches, lakes and public parks.

April 21, 2012 also kicked off the PLANET 21 program, with head offices and hotels unveiling the PLANET 21 strategy and its challenges using widely distributed presentation materials.

### Charter 21 Results

Raising employee awareness	Europe			Latin America and the Caribbean	Rest of the world	Total scope of reporting		% change at comparable scope of reporting*
	France	excl. France	Asia-Pacific			2012	2011	
<b>Number of applicable hotels</b>	<b>1,285</b>	<b>927</b>	<b>503</b>	<b>203</b>	<b>162</b>	<b>3,080</b>	<b>3,757</b>	/
Train employees in environmentally-friendly practices	97%	97%	94%	96%	91%	97%	95%	+3%
Have a designated sustainability manager	56%	79%	66%	80%	73%	67%	42%	+18%

\* Hotels reporting data in both years.

### Raising guest awareness

The new PLANET 21 sustainable development strategy also comprises an innovative program to raise guest awareness of these issues and encourage them to participate in hotel initiatives. At every step in the guest experience – during booking, for example, or in the room and the restaurant – informative signs demonstrate the simple things people can do to make a difference.

Plant for the Planet is a unique project that invites guests to reuse their bath towels and hoteliers to donate half of the laundry savings to one of the reforestation projects Accor is supporting around the world. As of year-end 2012, 1,290 hotels, or 39% of the total network, were participating in the project. The Group is committed to increasing this percentage to 60% by 2015.



Charter 21 Results						Rest of the world	Total scope of reporting		% change at comparable scope of reporting*
	France	Europe excl. France	Asia-Pacific	Latin America and the Caribbean	2012		2011		
Raising guest awareness									
<b>Number of applicable hotels</b>	<b>1,285</b>	<b>927</b>	<b>503</b>	<b>203</b>	<b>162</b>	<b>3,080</b>	<b>3,757</b>		/
Raise guest awareness of sustainable development issues	92%	95%	83%	97%	87%	91%	90%		+2%

\* Hotels reporting data in both years.

## 2.3.4. WATER

### Water use

So as to track the hotels' intrinsic performance, the water use indicator is liters used per guest, i.e. per room night.

The table below shows the total amount of water used worldwide and by region. Validated data were available for 79% of the hotels in the reporting scope.

Water data reported	France		Europe excl. France		Asia-Pacific		Latin America and the Caribbean		Rest of the world		Total scope of reporting	
	Owned & Leased	Managed	Owned & Leased	Managed	Owned & Leased	Managed	Owned & Leased	Managed	Owned & Leased	Managed	2012	2011
<b>Number of validated hotels</b>	<b>373</b>	<b>17</b>	<b>614</b>	<b>51</b>	<b>79</b>	<b>199</b>	<b>46</b>	<b>-</b>	<b>22</b>	<b>58</b>	<b>1,459</b>	<b>1,336*</b>
Water use (thousands of cu.m)	3,042	277	5,332	702	1,114	11,936	817	/	822	1,698	25,740	24,786

\* In 2011, the scope of reporting included 1,913 Motel 6 and Studio 6 hotels, which used a total of 33,293 cu.m of water.

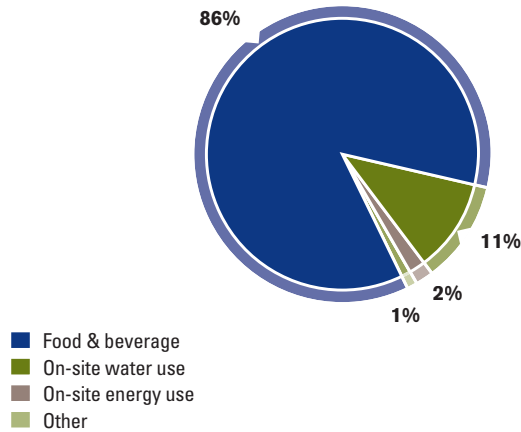
### Reducing water use

Under the PLANET 21 program, Accor is committed to reducing water use per guest in the owned and leased hotels by 15% over the 2011-2015 period. In 2012, this indicator declined by 5% year-on-year in the owned, leased and managed hotels, corresponding to an average reduction of 15 liters per room night (i.e. to 298 liters from 313 liters in 2011). This significant reduction confirms the effectiveness of the action plans and solutions undertaken across the Group.

An environmental footprint study performed in 2011 showed that direct water use by the hotels (for showers, cooking, laundry, swimming pools, etc.) amounted to around 60 million cubic meters a year, or 11% of the environmental footprint. When all of a hotel's direct and indirect activities are taken into account, water use rises to 554 million cubic meters a year, of which farming accounts for nearly 86% <sup>(1)</sup>.

(1) Source: "The Accor Group's Environmental Footprint" - PLANET 21 Research - December 2011 - available on accor.com

**Contribution to water use by Hotels business operation**



Progress on the programs or technological solutions implemented in the hotels is accurately tracked through a variety of water use indicators in place since 2006. All of these indicators showed an improvement in 2012, demonstrating the performance gains made by the hotels in managing water resources and reducing water use.

Source: "The Accor Group's Environmental Footprint".

Charter 21 Results						Total scope of reporting		% change at comparable scope of reporting*
	France	Europe excl. France	Asia-Pacific	Latin America and the Caribbean	Rest of the world	2012	2011	
<b>Reducing water use</b>								
<b>Number of applicable hotels</b>	<b>1,285</b>	<b>927</b>	<b>503</b>	<b>203</b>	<b>162</b>	<b>3,080</b>	<b>3,757</b>	<b>/</b>
Monitor and analyze use monthly	94%	98%	93%	98%	96%	93%	93%	+3%
Use flow regulators on faucets/showerheads	94%	95%	88%	90%	91%	93%	88%	+6%
Ensure optimal settings on equipment	90%	96%	84%	94%	96%	91%	90%	+2%
Use sub-meters to improve monitoring	21%	27%	54%	20%	56%	30%	18%	+8%
Prohibit the use of cooling towers without water recovery systems	67%	76%	55%	70%	66%	68%	46%	+11%
Use motion sensors for bathroom faucets	19%	30%	32%	34%	27%	26%	17%	+5%
Use dual flush toilets	45%	61%	69%	41%	60%	54%	36%	+8%
Use a water-efficient laundry service	34%	63%	52%	63%	55%	49%	34%	+13%
Recover rainwater for gardens and toilets	2%	5%	19%	6%	2%	6%	4%	+1%
<b>Number of applicable hotels</b>	<b>874</b>	<b>499</b>	<b>348</b>	<b>158</b>	<b>129</b>	<b>2,008</b>	<b>2,668</b>	<b>/</b>
Use selective grounds watering methods	78%	75%	74%	85%	78%	77%	75%	+6%

\* Hotels reporting data in both years.

Actions involving grounds upkeep concerned 65% of reporting hotels.



### Water supply from local sources

With a view to holistically managing all of the hotels' water use and limiting the impact on local resources, Accor is seeking to identify all of the water withdrawals connected with its operations.

To date, the proprietary MACH Asset Management application, currently being deployed, has identified:

- 22 hotels using desalination facilities;
- 76 hotels using wells in addition to the public water system;
- 66 hotels equipped with a water treatment plant;

- 38 hotels with rainwater cisterns.

Comparing the MACH and OPEN data will help to make the data inputted into OPEN more reliable.

As part of the water use reduction programs, Accor intends to pursue this commitment to managing water use, in particular in regions suffering from water stress, i.e. where there is not enough water to meet the needs of the population and the environment, or where resources are being depleted.

Several actions have already been initiated in line with Charter 21, and 189 hotels are equipped with rainwater recovery systems, 28 more than in 2011.

## 2.3.5. ENERGY

### Tracking energy use

So as to track the hotels' intrinsic performance, the indicator used is kWh per available room.

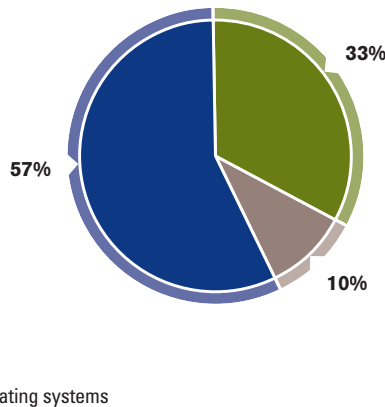
The table below shows the total amount of energy used worldwide and by region for 79% of the owned, leased and managed hotels.

The table's consolidated data represent actual use, as measured by the readings reported monthly by all of the hotels in the scope of reporting.

Energy data reported	France		Europe excl. France		Asia-Pacific		Latin America and the Caribbean		Rest of the world		Total scope of reporting	
	Owned & Leased	Ma-naged	Owned & Leased	Ma-naged	Owned & Leased	Managed	Owned & Leased	Ma-naged	Owned & Leased	Managed	2012	2011
<b>Number of validated hotels</b>	<b>373</b>	<b>17</b>	<b>614</b>	<b>51</b>	<b>79</b>	<b>199</b>	<b>46</b>	<b>-</b>	<b>22</b>	<b>58</b>	<b>1459</b>	<b>1,336*</b>
Energy use in MWh	455,584	46,588	919,345	130,854	117,932	1,171,580	63,682	-	88,645	246,601	3,240,807	2,896,146

\* In 2011, the scope of reporting included 1,940 Motel 6 and Studio 6 hotels, which used a total of 3,421,916 MWh.

### Energy used by type



Source: Water and energy data reported in OPEN.

## Energy efficiency

The strategy in place to optimize energy efficiency is built around:

- increasingly reliable operational management of in-hotel energy use;
- a benchmarking and performance analysis process by country and by brand;
- tools and methods aligned with each set of geographic, technical and organizational parameters, in particular by deploying a reporting system to enhance energy use management and by integrating exogenous factors, such as weather conditions and occupancy rates, for more effective analysis.

Lastly, in addition to management practices and outcome analyses, the corporate Technical Department is helping to define and implement targeted, high value-added technical solutions. A method to optimize energy use vs. comfort tradeoffs has been developed and deployed in a number of countries, primarily in Africa, Europe and Asia.

Increasing the percentage of buildings certified as sustainable is one of the sustainable development strategy's objectives for 2015. By that time, Accor is committed to earning LEED, BREEAM, HQE® or other benchmark certification for 21 buildings, with two already certified by year-end 2012:

- the ibis Styles in Troyes was built to HQE® standards and has been certified as an energy-efficient building;
- the Suite Novotel in Issy- les- Moulinaux has earned HQE® certification.

Among other things, earning certification helps to improve a building's energy efficiency, while encouraging the development of innovative energy conservation technologies and ensuring that the buildings are integrated into their natural environment. Buildings designed for sustainability that earn certification provide a laboratory for studying the feasibility of innovative technologies and their business models ahead of wider deployment.

## Managing energy use

Under the PLANET 21 program, Accor is committed to reducing energy use per available room in the owned, leased and managed hotels by 10% over the 2011-2015 period, while integrating weather and occupancy rate parameters.

In 2012, before integrating these parameters, this indicator rose by 3% year-on-year in the owned, leased and managed hotels, corresponding to an average increase of 1 kWh per available room (i.e. to 38.5 kWh from 37.5 kWh in 2011).

The increase primarily reflected the greater use of heating (up 8% <sup>(1)</sup>) and air conditioning (up 2%) due to the harsher winter and hotter summer in 2012.

A large number of Charter 21 actions are designed to manage and reduce energy use.

In general, the number of hotels leading these actions increased in 2012, notably for the use of energy-efficient bulbs for outdoor signage following the new technical standards applied during the rebranding process.

(1) Increase calculated using worldwide weather data published by Météo France.





Charter 21 Results	France	Europe excl. France	Asia- Pacific	Latin America and the Caribbean	Rest of the world	Total scope of reporting		% change at comparable scope of reporting*
						2012	2011	
<b>Managing energy use</b>								
<b>Number of applicable hotels</b>	<b>1,285</b>	<b>927</b>	<b>503</b>	<b>203</b>	<b>162</b>	<b>3,080</b>	<b>3,757</b>	/
Monitor and analyze use monthly	88%	98%	95%	97%	94%	93%	94%	-
Use energy-efficient bulbs for 24/7 lighting	92%	96%	95%	99%	91%	94%	90%	+6%
Use energy-efficient bulbs in guest rooms	87%	88%	87%	95%	84%	88%	87%	+4%
Use energy-efficient bulbs for outdoor signage	64%	65%	75%	71%	77%	67%	56%	+22%
Use energy-efficient bulbs for frontage lighting	61%	70%	71%	87%	72%	68%	65%	+9%
Insulate pipes carrying hot/cold fluids	89%	97%	88%	96%	88%	91%	90%	+2%
Ensure optimal settings on equipment	91%	97%	85%	97%	96%	92%	92%	+1%
Use a timer for frontage lighting	92%	93%	86%	78%	94%	91%	70%	+9%
Use speed controllers for pumps and fans	12%	37%	51%	44%	41%	30%	19%	+5%
Recover energy from the ventilation system	22%	48%	26%	16%	34%	31%	25%	-
Use energy-efficient boilers	64%	76%	59%	84%	67%	68%	62%	+5%
Have a central light switch in guest rooms	46%	42%	69%	62%	69%	51%	36%	+8%
Use a building management system to manage energy use	15%	40%	37%	30%	36%	28%	18%	+5%
<b>Number of applicable hotels</b>	<b>325</b>	<b>364</b>	<b>354</b>	<b>167</b>	<b>103</b>	<b>1313</b>	<b>1202</b>	/
Use energy-saving minibars	78%	74%	69%	80%	79%	75%	75%	+1%

\* Hotels reporting data in both years.

Actions involving minibars concerned 43% of reporting hotels.

## Renewable energies

Increasing the use of renewable energy is one of the 21 commitments of the PLANET 21 sustainable development strategy, with the goal of having 10% of the hotel base equipped with renewable energy facilities by 2015.

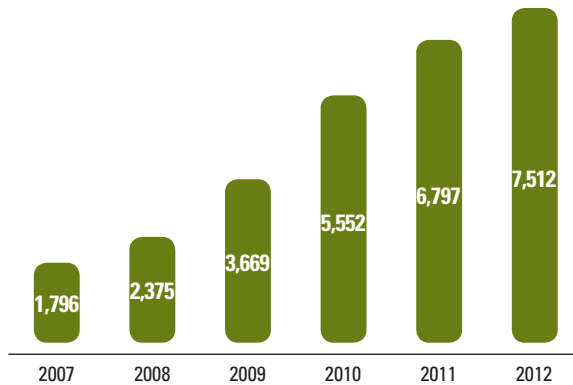
As of year-end 2012, solar power panels had been installed in **145 hotels**, representing a total surface area of 14,576 square meters and annual output of **7.5 GWh**.

In France, solar heating systems are being developed in partnership with the French Agency for Environment and Energy Management (ADEME) following a framework agreement signed in 2007. France alone accounts for almost 40% of solar energy installations, with 55 units producing 1.7 GWh of energy in 2012.

Hotels equipped with solar panels rarely report precise power generation data, which is hard to measure. For the majority of these hotels, output has therefore been estimated based on the reported panel surface area.

The steady increase since 2007 in the amount of solar power generated to heat domestic hot water demonstrates Accor's commitment to deploying alternative energies in its hotels.

**Solar power used to produce domestic water (in MWh)**



A recent review of all the renewable energies used by the hotels showed that in 2012, 183 hotels, representing 6% of the network, were using these sources, of which:

- 145 hotels equipped with solar panels to heat domestic hot water;
- 24 hotels equipped with solar panels to generate electricity;
- 13 hotels equipped with geothermal collectors;
- 11 hotels equipped with biogas units;
- 8 hotels using other renewable energy technologies, such as water power.

## 2.3.6. EMISSIONS INTO THE NATURAL ENVIRONMENT AND MEASURES TO PREVENT AND REDUCE THEM

### Atmospheric emissions

#### Greenhouse gas emissions

Greenhouse gas emissions are calculated from previously reported energy use data, with:

- direct emissions corresponding to gas and fuel oil burned in hotel boilers; and

- indirect emissions corresponding to the electricity used by the hotels, as well as the heat and air conditioning supplied by urban heating and cooling networks.

Energy data reported	France		Europe excl. France		Asia-Pacific		Latin America and the Caribbean		Rest of the world		Total scope of reporting	
	Owned & Leased	Ma-naged	Owned & Leased	Ma-naged	Owned & Leased	Ma-naged	Owned & Leased	Ma-naged	Owned & Leased	Ma-naged	2012	2011
<b>Greenhouse gas emissions</b>												
<b>Number of validated hotels</b>	<b>373</b>	<b>17</b>	<b>614</b>	<b>51</b>	<b>79</b>	<b>199</b>	<b>46</b>	<b>-</b>	<b>22</b>	<b>58</b>	<b>1,459</b>	<b>1,336*</b>
Direct emissions (tonnes of CO <sub>2</sub> equivalent)	22,843	1,246	65,436	11,425	7,682	86,017	3,941	/	6,330	16,797	221,716	186,455
Indirect emissions (tonnes of CO <sub>2</sub> equivalent)	28,415	3,339	287,663	28,722	65,451	524,596	4,614	/	25,279	102,463	1,070,541	892,678
Total emissions (tonnes of CO <sub>2</sub> equivalent)	51,258	4,584	353,098	40,147	73,133	610,613	8,556	/	31,609	119,260	1,292,256	1,079,134

\* In 2011, the scope of reporting included 1,940 Motel 6 and Studio 6 hotels, which used a total of 1,285,520 teq CO<sub>2</sub>.



Greenhouse gas emissions for both power generation and fuel use are calculated on the basis of Greenhouse Gas Protocol initiative coefficients ([www.ghgprotocol.org](http://www.ghgprotocol.org)).

Energy use has a direct impact on our carbon footprint, in particular through hotel boilers, electric appliances and employee travel. The environmental footprint study determined that the Group as a whole emits close to 3.7 million tonnes of CO<sub>2</sub> equivalent per year, nearly two-thirds of which come from hotel energy use (mainly electricity).

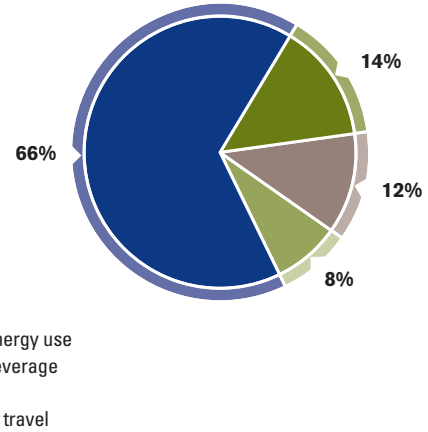
It also revealed that upstream farming operations account for nearly 15% of our greenhouse gas emissions. Meat and dairy products alone are responsible for nearly half of the greenhouse gas emissions associated with food services (27% and 20% respectively), even though they account for less than 15% of sourced food volumes. Business travel accounts for 8% of our greenhouse gas emissions, with employees flying an estimated total of 120 million kilometers a year. The carbon footprint does not include guest travel to and from hotels because the wide variety of situations precludes the reporting of any reliable data.

Carbon is therefore one of the seven pillars of the PLANET 21 strategy, with a commitment to reducing CO<sub>2</sub> emissions from owned and leased hotels by 10% by 2015.

Based on reported energy data, greenhouse gas emissions rose by 10% in 2012, due to i) the 3% increase in energy use (see part 2.3.5 Energy) and ii) the increase in the scope of reporting, mainly in Asia and particularly in countries where the energy mix is especially unfavorable.

To limit this risk, however, installations are diligently monitored, with detailed instructions and procedures to ensure that cooling systems are checked regularly to prevent leaks.

**Contribution to the carbon footprint by Hotels business operation**



Source: "The Accor Group's Environmental Footprint".

**Ozone-depleting cooling fluids**

Cooling liquids in hotel air conditioning and cooling systems may leak and release gases with a particularly high global warming potential (GWP). Moreover, there may be a risk of coolant evaporation during maintenance operations or as a result of an accident. The environmental footprint study showed that such leaks and evaporation account for a minor 2% of our carbon footprint.

Charter 21 Results						Total scope of reporting		% change at comparable scope of reporting*
	France	Europe excl. France	Asia-Pacific	Latin America and the Caribbean	Rest of the world	2012	2011	
<b>Cooling systems</b>								
<b>Number of applicable hotels</b>	<b>1285</b>	<b>927</b>	<b>503</b>	<b>203</b>	<b>162</b>	<b>3,080</b>	<b>3,757</b>	/
Use CFC and PCB-free equipment	54%	71%	59%	63%	75%	61%	42%	+11%
Verify that equipment containing HCFCs and HFCs is leak-proof	65%	90%	72%	85%	74%	76%	76%	+3%
<b>Number of applicable hotels</b>	<b>903</b>	<b>724</b>	<b>490</b>	<b>198</b>	<b>158</b>	<b>2,473</b>	<b>2,948</b>	/
Use energy-efficient air conditioning units	60%	67%	65%	73%	73%	65%	50%	+7%
Equipped with a timer for common area air conditioning	20%	56%	58%	24%	47%	40%	27%	+7%

\* Hotels reporting data in both years.

Actions involving air conditioning systems concerned 80% of reporting hotels.

## Assessing the impact of climate change

To assess the impact of climate change, in 2008 the Sustainable Development Department set up an internal working group with the support of France's Institut du Développement Durable et des Relations Internationales (IDDRI) to study the "Challenges and Impacts of Climate Change for the Accor Group."

The study's objectives are to:

- identify and specify the challenges of climate change for the Accor Group in terms of direct impacts (effect on guest numbers, deterioration of infrastructure, restrictions on development, etc.) and indirect impacts (effect on employee and guest health, etc.);
- prepare an initial inventory of i) the direct and indirect impacts on our business or infrastructure and ii) the initiatives already undertaken in response;
- prepare an action plan comprising priority measures to address the increase in certain climate change related risks and to take advantage of possible opportunities.

This process has been applied to five main issues: hotel construction and renovation, travel, employee and guest health,

hotel development and new businesses and services. The study has confirmed the need to strengthen the sustainable development initiatives already underway in the organization.

Lastly, the operational risk mapping exercise conducted by the Risk Management Department did not report any major information concerning climate change.

## Water pollution

The environmental footprint study looked at the impact that Accor hotels may have on groundwater eutrophication (the deterioration of an aquatic system due to over-enrichment by nutrients like phosphorous or nitrogen). The two main sources of this type of impact are runoff from the fertilizers and crop protection products used by the farmers who grow Accor foodstuffs, and the organic, chemical and other matter released in hotel wastewater.

Accor-generated eutrophication is estimated at around 3,180 tonnes of phosphates per year, 94% of which comes from farm runoff.

Charter 21 Results	France	Europe excl. France	Asia-Pacific	Latin America and the Caribbean	Rest of the world	Total scope of reporting		% change at comparable scope of reporting*
						2012	2011	
<b>Water pollution</b>								
<b>Number of applicable hotels</b>	<b>524</b>	<b>562</b>	<b>458</b>	<b>182</b>	<b>153</b>	<b>1,879</b>	<b>1,747</b>	/
Collect and treat cooking oil	97%	96%	84%	92%	75%	91%	91%	+1%
Collect and treat fats	97%	91%	70%	84%	63%	85%	85%	+1%
<b>Number of applicable hotels</b>	<b>1,285</b>	<b>927</b>	<b>503</b>	<b>203</b>	<b>162</b>	<b>3,080</b>	<b>3,757</b>	/
Ensure proper treatment of wastewater	89%	92%	77%	92%	73%	87%	82%	+7%
Recycle gray water	2%	4%	21%	14%	7%	6%	6%	(1)%

\* Hotels reporting data in both years.

Actions involving a hotel restaurant concerned 61% of reporting hotels.

## Soil contamination

The environmental footprint study conducted with PwC confirmed that the hotel operations generate a negligible amount of soil contamination.



## 2.3.7. LOCAL ENVIRONMENTAL IMPACTS OF THE BUSINESS

### Land use

The vast majority of Accor hotels are located in downtown and suburban areas, where their environmental impact is reduced because of local treatment services, especially for water and waste. For building and renovation projects in environmentally sensitive areas, detailed environmental studies are conducted to anticipate and minimize any adverse impact on their surroundings.

Introduced across the Group in 2008, sustainable construction guidelines cover in particular a hotel's integration into the natural environment, which requires a siting and pollution study by a qualified engineering firm prior to construction.

### Preserving biodiversity

- Accor became involved in protecting biodiversity in 2008 with the publication of the *Biodiversity: My Hotel in Action* handbook in association with the International Union for Conservation of Nature (IUCN), the leading organization in the field of biodiversity preservation.
- Launched in 2009, "Plant for the Planet" is one of our flagship programs to preserve biodiversity, in particular through a variety of reforestation projects. In partnership with the UN Environmental Program's One Billion Trees campaign, this innovative initiative invites hotel guests to reuse their towels,

with the promise that half of the savings on laundry bills will be invested in reforestation projects in seven regions around the world. By 2012, it had already financed the planting of nearly three million trees.

To encourage greater guest participation in this commitment, Plant for the Planet was taken to a new level in 2012. With our new partner Pur Projet, reforestation projects are now being carried out as close as possible to the hotels, with the goal of financing 21 projects worldwide by the end of 2013. In this way, at least one reforestation project will be underway in the majority of host countries by 2015. The hotels will gradually finance projects in their regions, in association with small farmers who want to get involved in agro-forestry.

- Lastly, Accor is extending its biodiversity commitment by promoting responsible eating in its restaurants, in particular through the goal of having all of the hotels ban endangered seafood species from their restaurant menus by 2015.
- Among the Charter 21 indicators, two actions concern more environmentally friendly grounds management. This reflects the fact that 65% of our hotels have parks and gardens, which represent a fairly significant challenge in protecting and promoting biodiversity.
- In addition, the number of biodiversity preservation initiatives is on the rise, particularly in the area of seafood, where we are committed to having all of the hotels ban endangered seafood species from their restaurant menus.

Charter 21 Results						Total scope of reporting		% change at comparable scope of reporting*
	France	Europe excl. France	Asia-Pacific	Latin America and the Caribbean	Rest of the world	2012	2011	
<b>Biodiversity</b>								
<b>Number of applicable hotels</b>	<b>524</b>	<b>562</b>	<b>458</b>	<b>182</b>	<b>153</b>	<b>1,879</b>	<b>1,747</b>	/
Ban endangered seafood species from restaurant menus	82%	86%	84%	85%	70%	83%	68%	+10%
<b>Number of applicable hotels</b>	<b>874</b>	<b>499</b>	<b>348</b>	<b>158</b>	<b>129</b>	<b>2,008</b>	<b>2,668</b>	/
Use locally adapted plants	82%	88%	91%	98%	95%	87%	82%	+6%
Use environmentally-friendly gardening products	60%	85%	72%	84%	72%	71%	53%	+2%

\* Hotels reporting data in both years.

Actions involving a hotel restaurant concerned 61% of reporting hotels and those involving a park or garden concerned 65%.

## Noise Pollution, Visual Pollution and Odors

The sustainable construction guidelines recommend that Accor hotels be designed to limit disamenities for surrounding properties, in particular thanks to studies of i) the impact construction would have on neighboring buildings and ii) how utility room and inlet grille design could minimize disamenities.

In addition, the environmental management system applied by hotels engaged in the ISO 14001 certification process includes a dedicated procedure encouraging hoteliers to identify and reduce air quality and noise disamenities.

## 2.3.8. WASTE

### Waste management

The environmental impact study showed that Accor produces around 2.3 million tonnes of waste per year. Although it accounts for a smaller percentage of the total, operational waste must also be carefully tracked, both for reasons of cost and for its environmental impact, since some of it – such as remote control and magnetic card reader batteries, compact fluorescent tubes or electrical and electronic waste – is potentially environmentally hazardous.

In 2011, a waste management module was added to the OPEN sustainable development management application. It tracks the amounts produced and the related collection and recycling costs, thereby supporting management at the hotel, regional, brand and Group levels.

Hotels are first requested to create a profile with information on the types of waste produced, the service providers and the treatment processes, so that amounts and costs can then be tracked on a monthly or annual basis.

In 2012, teams worked hard throughout the year to deploy the new module, with the result that by year-end the number of hotels using it had doubled to 660. Most of these were ibis hotels, reflecting their commitment to earning ISO 14001 certification. The module has been enhanced by the reporting of data by waste treatment service providers, notably in the United Kingdom, Australia, Switzerland, New Zealand and Spain for the ibis, Novotel and Mercure chains.

Data from service providers in these countries were deemed to be more reliable and were therefore preferably used in the consolidation process.

Supplier reported data	Number of hotels	Coverage rate	Amount of waste (in tonnes)	Amount of waste per available room (in kg)
ibis	53	6%	3,051	1.2
Novotel	41	6%	4,753	1.7
Mercure	38	10%	1,950	1.3

### Categories of waste

A hotel's daily waste may be divided into three distinct categories:

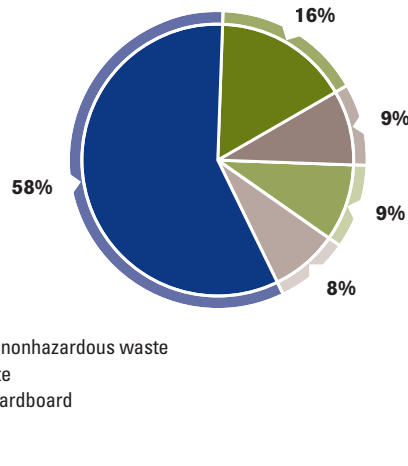
- **unsorted, nonhazardous waste**, which is not recycled, but rather landfilled or burned;
- **sorted, separately collected waste**. This most often includes hazardous waste, like batteries and toner cartridges, and waste with mature recovery channels, like paper, cardboard and glass;

- **liquid waste**, such as cooking oils and fats, which requires special treatment processes.

Data reported by service providers have made it possible to identify the main types of waste produced by the hotels in the above-mentioned brands and countries, as shown in the following chart



**Waste produced by main category**



Analysis of the data showed that nearly 60% of hotel waste was unsorted and nonhazardous, while sorted waste primarily concerned food waste, paper, cardboard, glass and plastic.

The environmental footprint study analyzed the source and impact of this waste. It showed that while waste is produced everywhere in a hotel – including meeting rooms, the bar, offices, the reception desk and the car park – guest rooms and food services account for 70% of the total. Indeed, by itself a restaurant can generate up to 60% of a hotel’s waste.

However, the study also revealed the impact of waste that is not directly related to hotel operations, since nearly 70% of total waste comes from construction and renovation work.

**Resource recovery and reuse**

Service provider data reported in the above-mentioned countries show that nearly 35% of the 9,700 tonnes of waste produced by the hotels is recycled. The most frequently recycled waste materials are paper, cardboard, glass and plastic.

By 2015, Accor is committed to having 85% of the hotels recovering at least paper, cardboard, toner cartridges, batteries and compact fluorescent light bulbs and tubes for recycling or processing. In 2012, 79% of hotels had such waste recovery programs in place.

Charter 21 Results	France	Europe excl. France	Asia- Pacific	Latin America and the Caribbean	Rest of the world	Total scope of reporting		% change at comparable scope of reporting*
						2012	2011	
<b>Waste treatment</b>								
<b>Number of applicable hotels</b>	<b>1,285</b>	<b>927</b>	<b>503</b>	<b>203</b>	<b>162</b>	<b>3,080</b>	<b>3,757</b>	/
Sort and recycle paper/cardboard	77%	97%	87%	95%	78%	86%	73%	+6%
Sort and recycle glass bottles and packaging	82%	96%	82%	93%	71%	86%	73%	+3%
Recycle plastic packaging	57%	85%	74%	94%	70%	71%	64%	-
Recycle metal packaging	42%	72%	71%	93%	57%	60%	55%	+1%
Offer guests waste sorting opportunities	11%	27%	37%	63%	23%	24%	22%	(2)%
Sort and dispose of hotel batteries safely**	99%	99%	63%	94%	71%	91%	91%	+1%
Sort and dispose of compact fluorescent tubes and light bulbs safely**	97%	98%	70%	93%	46%	90%	91%	-
Recycle electrical and electronic equipment**	86%	93%	61%	80%	41%	81%	64%	+5%
Sort and recycle toner cartridges**	99%	99%	92%	91%	81%	96%	92%	+5%
<b>Number of applicable hotels</b>	<b>524</b>	<b>562</b>	<b>458</b>	<b>182</b>	<b>153</b>	<b>1,879</b>	<b>1,747</b>	/
Sort and recycle organic waste from restaurants	26%	66%	52%	37%	27%	45%	44%	+1%
<b>Number of applicable hotels</b>	<b>874</b>	<b>499</b>	<b>348</b>	<b>158</b>	<b>129</b>	<b>2,008</b>	<b>2,668</b>	/
Sort and recycle green waste from lawns and gardens	59%	70%	63%	42%	47%	61%	42%	+7%

\* Hotels reporting data in both years.

\*\* Hazardous waste.

Actions involving a hotel restaurant concerned 61% of reporting hotels and those involving a park or garden concerned 65%.

A variety of pathways are being explored to reduce waste production at source, for example by reducing the amount of packaging used in shipments or for toiletry items, cleaning products or food. Downstream, Accor is also helping to develop local recycling channels and carefully selects the most efficient service providers.

Nevertheless, Accor remains dependent on host country infrastructure and legislation, so that the possibilities of action vary from one region to another. This means that solutions are being designed for local markets and that best practices are being shared across the network.





### 2.3.9. ECO-DESIGN AND INNOVATION PROCESSES

Innovation is one of the PLANET 21 strategy's seven pillars. Working in liaison with the brands and the Purchasing Department (see the section on Sustainable Procurement in the social responsibility report, part 2.4) has made it possible to deploy more environmentally friendly products and materials, such as recycled materials and eco-labeled products. Accor has

pledged that 40% of the hotels will have at least three eco-designed room components by 2015.

The Mercure, Novotel, ibis and ibis Styles brands offer complimentary items certified with the EU Ecolabel, Ecocert or Nordic Ecolabel.

Charter 21 Results	France	Europe excl. France	Asia- Pacific	Latin America and the Caribbean	Rest of the world	Total scope of reporting		% change at comparable scope of reporting*
						2012	2011	
<b>Number of applicable hotels</b>	<b>1,285</b>	<b>927</b>	<b>503</b>	<b>203</b>	<b>162</b>	<b>3,080</b>	<b>3,757</b>	/
Use dispensers or eco-designed packaging for bathroom products	50%	67%	58%	60%	48%	57%	39%	+10%
Use eco-designed materials in guest rooms	18%	25%	46%	43%	36%	27%	33%	+9%
<i>Flooring</i>	5%	6%	20%	10%	20%	9%	10%	+9%
<i>Wall paint</i>	5%	9%	25%	9%	22%	11%	23%	+2%
<i>Bedding</i>	6%	9%	17%	13%	18%	10%	6%	+3%
<i>Bed linens</i>	8%	11%	18%	17%	20%	12%	7%	+3%
<i>Wood furniture</i>	7%	8%	22%	22%	23%	12%	7%	+4%
<i>Paper</i>	10%	14%	28%	30%	25%	16%	10%	+3%
<i>Soap and shower gels</i>	15%	17%	35%	26%	27%	20%	10%	+6%
<i>Bathroom linen</i>	8%	10%	17%	19%	20%	11%	6%	+8%
<i>Other</i>	2%	6%	10%	9%	7%	5%	3%	+4%

\* Hotels reporting data in both years.

The environmental footprint analysis revealed a number of lessons concerning the waste produced by the Group every year. In particular, it found that more than two thirds of this waste was concrete, wood, furniture, non-hazardous waste and other scrap from hotel construction and renovation projects.

In 2012, the reBorn project was launched to reduce the amount of furniture scrapped during renovations and to recover it for resale. Pilots conducted at five hotels during the year put nearly 3,000 of furniture on sale in a dedicated online store, with nearly 1,500 finding buyers by year-end. New solutions will be tested in 2013 to give used hotel furniture a new lease on life, including auctions and partnerships with consignment websites.

## 2.4. SOCIAL RESPONSIBILITY REPORT

### 2.4.1. SOCIAL RESPONSIBILITY POLICY

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#### Internal organization

Social responsibility policy is seamlessly aligned with PLANET 21, the sustainable development strategy defined by the Sustainable Development Department, which reports to the Global Human Resources Officer, a member of the Executive Committee.

#### The OPEN management and assessment application

PLANET 21 is managed using OPEN, a sustainable development management application created in 2005.

Since 2011, Charter 21 has addressed social responsibility issues like the purchase of fair trade products or the organization of employee health and well-being training. Today, six of its 65 sustainable development action points concern social responsibility.

The detailed results presented below are primarily collected via OPEN using the same reporting and consolidation processes as for the environmental report.

### 2.4.2. PROTECTING CHILDREN FROM ABUSE

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Since 2001, Accor has been engaged in the fight against child sex exploitation in partnership with ECPAT International, an NGO whose mission is to end child prostitution, child pornography and trafficking of children for sexual purposes. This commitment is structured by the *Code of Conduct for the Protection of Children* developed by ECPAT and the World Tourism Organization, which Accor has signed in 36 countries (including two – the Netherlands and Poland – in 2012). The main initiatives undertaken by the hotels concern employee training, raising awareness among customers and suppliers, developing relations with public authorities, and helping marginalized minors re-enter society.

In 2012, more than 30,000 employees worldwide received training on how to detect and respond to these risks.

In June 2012, ECPAT France, Accor and two French police organizations, the International Cooperation Directorate (DCI) and the Central Office for the Repression of Violence Against Individuals (OCRVP) signed an agreement to introduce procedures in Accor hotels to report suspected cases of sexual exploitation of children involving French or foreign nationals. ECPAT France, Accor, DCI, OCRVP have prepared a manual describing reporting procedures for the hospitality industry, which will help hotel staff to identify suspected cases of child sexual tourism and to understand the procedures to implement, while ensuring more effective collaboration among the various stakeholders involved in protecting children.

Finalized in 2012 after an initial pilot program in Thailand, the Dominican Republic and Ghana, the manual will be distributed in

2013 in new test regions after being adapted to local conditions. It will then be gradually made available to other hotel groups, notably those present in regions particularly affected by this problem, such as Southeast Asia, Latin America and the Caribbean, West Africa, East Africa and North Africa.

Accor is extending its commitment to fighting child sexual exploitation by participating in a project that is part of a public-private partnership with the Code of Conduct for the Protection of Children organization and other private partners. The project is financed by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), a leading provider of international cooperation services for sustainable development that works closely with the German government. In 2012, a letter of agreement was signed with GIZ defining the terms of our participation in the project, which will develop an e-learning and tracking application for use by Code of Conduct signatories.

In addition, we wanted to broaden our commitment to the protection of children from abuse in general, notably by relaying national missing children alerts in countries where such systems exist and facilitating the reintegration of marginalized minors.

In 2012, 38% of hotels had made a commitment to protecting children from abuse (including preventing sexual tourism, setting up reintegration programs or relaying national missing children alerts). The sharp decline in this percentage from 2011 reflects the disposal of Motel 6 and Studio 6 (around 950 hotels), which were especially active in relaying missing children alerts.



Charter 21 Results	France	Europe excl. France	Asia-Pacific	Latin America and Caribbean	Rest of the world	Total scope of reporting		% change at comparable scope of reporting*
						2012	2011	
<b>Protecting children</b>								
<b>Number of applicable hotels</b>	<b>1,285</b>	<b>927</b>	<b>503</b>	<b>203</b>	<b>162</b>	<b>3,080</b>	<b>3,757</b>	/
Involved in protecting children from abuse	20%	44%	45%	92%	59%	38%	NEW	N/A
Prevent sexual tourism involving children	4%	27%	25%	71%	46%	21%	25%	+19%
Number of employees trained	566	5,809	13,971	5,943	3,765	30,054	23,459	/
Display customer awareness campaigns	15%	25%	16%	68%	26%	17%	12%	+8%
Involved in programs to help marginalized minors re-enter society	2%	2%	8%	7%	8%	4%	NEW	N/A
Relay national missing children alerts	4%	4%	8%	5%	7%	9%	NEW	N/A

Lastly, Accor is also strongly committed to combating child labor and any type of forced labor, as clearly stipulated in the *Accor Management Ethics Guide*:

“Accor pledges to:

- exercise extreme caution with regard to suppliers and service providers that might require people to work against their will or under threat of penalty. If such were the case, Accor would immediately cut off all relations with the supplier or service provider in question;

- comply strictly with the minimum legal working age in each of its host countries and never employ a child under the age of 14 in any country;
- be extremely vigilant when choosing suppliers or service providers;
- refuse to work or immediately stop working with any supplier or service provider that violates child labor laws.”

### 2.4.3. LOCAL DEVELOPMENT

#### Promoting local food products

Accor supports responsible procurement practices, in particular by preferring local food products, which are defined as products grown or produced within 200 kilometers of the hotel.

In 2012, 68% of hotels had a policy of purchasing and promoting local food products. This sharp improvement from 2011 has brought us within reach of the goal of having 70% of hotels purchasing locally by 2015.

Charter 21 Results	France	Europe excl. France	Asia-Pacific	Latin America and Caribbean	Rest of the world	Total scope of reporting		% change at comparable scope of reporting*
						2012	2011	
<b>Local products</b>								
<b>Number of applicable hotels</b>	<b>524</b>	<b>562</b>	<b>458</b>	<b>182</b>	<b>153</b>	<b>1,879</b>	<b>1,747</b>	/
Purchase and promote local food products	60%	63%	80%	66%	78%	68%	51%	+10%

Actions involving a hotel restaurant concerned 61% of reporting hotels.

#### Promoting fair trade and sustainable agriculture

Accor has been a pioneer in supporting fair trade, with initiatives in place since 2003. In 2012, 56% of the hotels served fair trade

products carrying the Fairtrade/Max Havelaar label, mainly hot beverages like tea, coffee and chocolate.

Since these products are not available in every host country, Accor also supports sustainable agriculture, notably by purchasing products with the Rainforest Alliance label.

In 2012, 15% of hotels offered products from farms certified as sustainable.

Charter 21 Results	France	Europe excl. France	Asia-Pacific	Latin America and Caribbean	Rest of the world	Total scope of reporting		% change at comparable scope of reporting*
						2012	2011	
<b>Fair trade and sustainable agriculture</b>								
<b>Number of applicable hotels</b>	<b>524</b>	<b>562</b>	<b>458</b>	<b>182</b>	<b>153</b>	<b>1,879</b>	<b>1,747</b>	<b>/</b>
Serve fair trade products*	89%	23%	0%	N/A	7%	56%	34%	+8%
Serve products from sustainable farms	3%	29%	19%	14%	20%	15%	9%	+13%

\* Among the countries with a national Fairtrade labeling organization.

Actions involving a hotel restaurant concerned 61% of reporting hotels.

In 2012, around 526 tonnes of fair trade products or products from sustainable farms were purchased by Accor hotels worldwide.

## 2.4.4. GUEST HEALTH AND SAFETY

### Responsible eating

To enable guests to maintain a healthy diet, restaurants in Accor hotels offer nutritionally balanced dishes and meals. In 2012, balanced diet recommendations were developed to enable hotel managers to create nutritionally balanced dishes and make them easier to identify on the menu.

These recommendations include:

- the major principles of a balanced diet (types of ingredients, practical advice, etc.);

- recommended and discouraged ingredients;
- appropriate preparation methods (cooking methods, seasonings, etc.);
- recommended proportions of each food group.

In 2012, 87% of the hotels with a restaurant had at least one balanced dish on their menu, compared with the 2015 target of 80%. This sharp improvement was driven by the distribution of balanced diet recommendations across the entire network. The challenge in the years ahead will be to maintain this result and to deploy signage enabling guests to identify these dishes.

Charter 21 Results	France	Europe excl. France	Asia-Pacific	Latin America and Caribbean	Rest of the world	Total scope of reporting		% change at comparable scope of reporting*
						2012	2011	
<b>Nutritional balance</b>								
<b>Number of applicable hotels</b>	<b>524</b>	<b>562</b>	<b>458</b>	<b>182</b>	<b>153</b>	<b>1,879</b>	<b>1,747</b>	<b>/</b>
Offer balanced dishes in the restaurant	86%	90%	88%	85%	76%	87%	62%	+15%

### Product selection

As part of its sustainable procurement and eco-design process, Accor is certifying the use of products that are more environmentally friendly and healthier for guests and employees.

Certified for use in every Accor hotel, a full range of cleaning products carrying the EU Flower, Green Seal or Nordic ecolabels are helping to reduce the environmental and health impact of room cleaning.

As part of the PLANET 21 strategy, we are committed to having 85% of the hotels using eco-labeled products by 2015.

During the 2012 Charter 21 exercise, 89% of the hotels reported using at least one eco-designed product for flooring, painting or cleaning.



Charter 21 Results						Total scope of reporting		% change at comparable scope of reporting*
	France	Europe excl. France	Asia-Pacific	Latin America and Caribbean	Rest of the world	2012	2011	
<b>Eco-designed products</b>								
<b>Number of applicable hotels</b>	<b>1,285</b>	<b>927</b>	<b>503</b>	<b>203</b>	<b>162</b>	<b>3,080</b>	<b>3,757</b>	/
Use eco-friendly cleaning products	83%	92%	91%	92%	94%	88%	51%	+29%
Use certified paper for printing	83%	86%	78%	79%	70%	82%	77%	+11%

### Preventing health risks

Preventing health risks is a core concern at Accor.

A maintenance and inspection program has been deployed to prevent the development and spread of legionella bacteria, with samples taken annually from hotel installations and analyzed by outside laboratories. In addition, hotels track the risk of Legionnaire’s disease in the SET application (see page 50).

Moreover, kitchen health inspections are performed using the Hazard Analysis & Critical Control Points (HACCP) system and applying the same process as the one used for legionella bacteria inspections.

### Protecting personal data

Accor is committed to protecting each guest’s personal information, with a Global Hotel Guest Privacy Policy clearly describing how this information is used.

The following seven Privacy Principles are applied by Accor SA and its subsidiaries around the world:

- transparency;
- legitimacy;
- relevance and accuracy;
- storage;
- access, rectification and objection;
- confidentiality and security;
- sharing and international transfer.

The Policy is applicable to any data processed by the owned, leased and managed hotels and to any Accor SA booking websites, notably [www.accorhotels.com](http://www.accorhotels.com) and the brand websites.

## 2.4.5. SUSTAINABLE PROCUREMENT

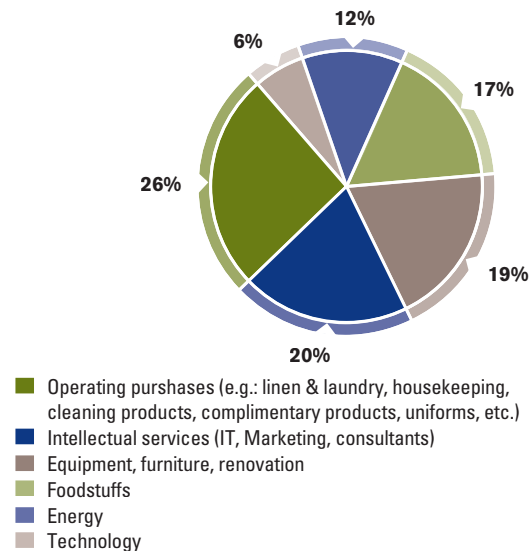
### The Accor procurement process

Accor purchases products in around one hundred different categories from the owned and leased hotels. The Procurement Department also sources products for the managed and franchised hotels.

The procurement organization comprises 19 Purchasing Departments around the world and 200 employees who devise a wide array of product-supplier solutions, whose products and negotiated prices must meet the needs and expectations of both hoteliers and corporate marketing, technical and other teams. The solutions must also comply with legal, safety, reliability, sustainable development, ethical and marketing standards.

The different purchasing families have been structured into six categories, as shown in the following chart (in percent of total consolidated purchases):

Purchasing categories



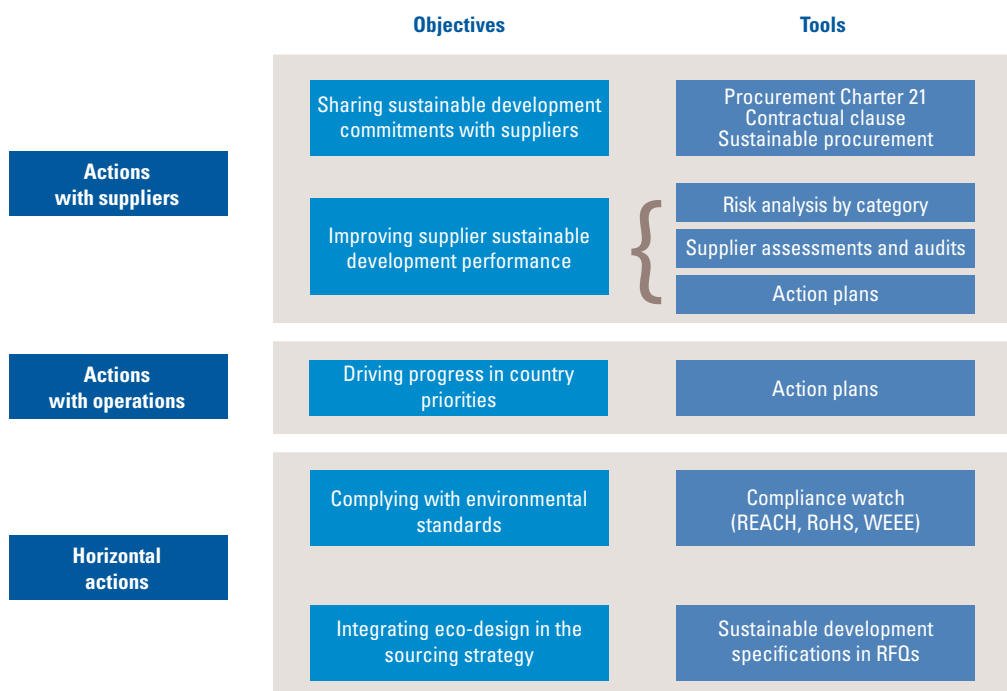
## Sustainable procurement strategy and plan

Sustainable development principles have been integrated into the Group's purchasing policies since 2003, when the Accor Sustainable Procurement Charter was introduced to extend our corporate social responsibility commitments to suppliers.

To implement a more organized, global and ambitious process, a dedicated sustainable procurement unit was set up in 2009. It works closely with Group buyers, country buyers, the Sustainable Development and other corporate departments, suppliers and other outside stakeholders (associations, trade federations, etc.).

The sustainable procurement strategy is structured according to a plan comprising three main areas of action:

- externally with suppliers;
- internally with operations;
- horizontally across the sourcing process.



### Actions with suppliers

To help improve the performance of sourced products and services, the Corporate Procurement Department is moving in several directions:

#### Sharing commitments with suppliers

Through the Procurement Charter 21 (the new name since 2012, in line with the PLANET 21 sustainable development program), Accor is actively sharing its corporate social responsibility commitments with suppliers. First published in 2003, then updated and enhanced in 2010, the Charter is integrated into national and international contracts to encourage suppliers to:

- comply with the Procurement Charter 21;
- ensure that their own suppliers and subcontractors meet the same criteria;
- participate in Accor's assessment procedure;

- authorize Accor and/or representatives selected by Accor to conduct a sustainable development audit and agree to implement the necessary action plans.

As part of the sustainable procurement reporting process, all of the country organizations report the percentage of new contracts that include Procurement Charter 21 clauses.

**In 2012, Procurement Charter 21 clauses were included in nearly 2,000 supplier contracts, or more than 60% of all approved contracts.**

#### Measuring supplier performance

To determine which suppliers to audit first, the sustainable development risks inherent in each of the 98 purchasing categories were analyzed in 2010, based on the Group's exposure (customer exposure, purchasing spend and type of supplier market). This exercise helped to identify 23 high-priority categories, served by 1,061 suppliers, who were therefore audited before the others.



Supplier performance may be measured in three ways:

- assessing overall performance;
- assessing the performance of a specific product;
- commissioning on-site audits performed by an independent third-party.

**In 2012, more than 60 audits were conducted with EcoVadis or other organizations. Over the past two years, audits have assessed 204 or 14% of the targeted suppliers, who have implemented around 40 remedial action plans.**

### Actions with operations

In liaison with the Sustainable Development Department, the Corporate Procurement Department has identified ten product/service priorities where buyers can make a difference by sourcing the best solutions for the Group, which can then be deployed operationally via the hotel brands.

Every year, each country organization chooses three of the priorities to address, depending on local issues. To measure improvement, key international performance indicators are then defined for each one.

The **ten priorities** are:

- 1. local sourcing** – regional suppliers or multinationals whose local subsidiary employs nationals;
- 2. ethical hot beverages** – fair trade products (with the Fairtrade/Max Havelaar label) or products from farms certified as sustainable (with the Rainforest label);
- 3. well-being** – healthy products, such as organic or balanced nutrition products, products low in additives, palm oil and GMOs, products complying with international labels;
- 4. eco-labeled cleaning products;**
- 5. eco-labeled cosmetics** – complying with international certifications (EU Flower, NF ENV or equivalent);
- 6. wood** – certified as coming from sustainably managed forests (Forest Stewardship Council – FSC, Programme for the Endorsement of Forest Certification – PEFC, etc.);
- 7. waste** – less packaging and detailed supplier reporting;
- 8. linen and laundry** – EU Ecolabeled bath linens;
- 9. fish** – sustainable fishing

Accor uses the expertise of an environmental NGO. In 2012, we distributed an international best practices handbook describing sustainability specifications for sustainable fishing and containing a questionnaire with supplier indicators and an aquaculture best practices guide.

**10. outside cleaning and security contractors**, who account for most of the Group's outsourcing.

### Outsourcing

In 2003, Accor France management met with union representatives to define the process of outsourcing room cleaning in owned and leased hotels. The resulting protocol agreement on guidelines and conditions for using subcontractors requires strict compliance with labor laws and regulations and defines such aspects as working hours, the calculation of paid hours, and training. Compliance is regularly tracked with employee representatives.

In 2010, a self-assessment questionnaire concerning employee-relations practices was prepared and submitted to subcontractors in France, Germany, Australia, Spain and Italy.

In late 2011, our corporate social responsibility audit firm, Ernst & Young, was commissioned to conduct a social audit of all of our cleaning services contractors in France. In 2012, the findings were used to prepare and deploy contractor-validated action plans and to share identified best practices across the contractor base. Also during the year, Ernst & Young audited all of the fire protection and security service providers in France, according to the same process.

### Horizontal actions

#### Integrating sustainable development into the 7-step sourcing process

Sustainable development should be integrated right from the first step in sourcing, so that responsible solutions can be offered to our internal customers. Before even initiating a sourcing process, an in-depth analysis of the sustainable development challenges inherent in the purchasing category concerned may be performed and shared with the buyers so that they can include the appropriate clauses in RFQ specifications.

One of the objectives is to integrate eco-designed products and, more generally, sustainable development criteria into RFQ specifications. To date, they have been integrated in around 40 of the 98 categories, including complimentary products, cleaning products, wood paneling, paper and carpeting.

As part of its eco-design commitment, Accor may also request that partners share their product life cycle assessment (LCA) data or to perform LCAs with the support of independent outside firms, in order to determine the best environmental solution.



**Compliance**

To reduce the environmental footprint of products in design, during use and at end-of-life, a growing amount of legislation is being introduced, such as the European Union’s Registration, Evaluation, Authorisation and restriction of Chemicals (REACH) Directive, Restriction of Hazardous Substances (RoHS) Directive, Waste Electrical and Electronic Equipment (WEEE) Directive and the Classification, Labelling and Packaging (CLP) Regulation.

The provisions of this legislation are constantly changing, and to maintain supplier compliance, Accor has introduced a control and tracking process with the support of outside consultants.

**In the case of REACH, suppliers subject to the Regulation are asked to sign a Declaration of Compliance, which by the end of 2012 had been included in nearly 1,200 contracts, covering some 90% of the suppliers concerned.**

In the case of WEEE, information and awareness building meetings are regularly held with the buyers concerned and their suppliers to ensure that waste is recovered, sorted and recycled in compliance with the Directive.





## 2.5. THE ACCOR FOUNDATION

### 2.5.1. ORGANIZATION AND OPERATION

The Accor Foundation is committed to forging ties between cultures by supporting the development of individuals and their integration into the community.

Led by the Foundation since 2008, Accor's community outreach and corporate philanthropy initiatives are driven by employees, who play a central role at every stage, from initial planning to final assessment. This distinctive feature offers employees an opportunity to add social and human breadth and depth to their work.

The Accor Foundation provides employees with technical and financial assistance in carrying out their projects. It accepts requests for advice and financial support from employees who are involved in or wish to become involved in an outreach initiative in our host communities around the world.



To successfully manage these initiatives, the Foundation is organized as follows:

- the Board of Directors, which meets two or three times a year, defines the Foundation's strategic vision, votes on projects budgeted at €20,000 or more, and oversees their implementation. Chaired by Denis Hennequin, the Board comprises six representatives of the founding companies and their employees and four qualified persons from outside the Group;
- the Board is supported by a standing team dedicated entirely to assisting employees in their community outreach projects. It works with a network of Regional Experts made up of Accor employees who come from the region concerned or have worked there for several years.

For five years, the Foundation's multi-year action program amounts to €5 million. The budget for 2012 was K€1,100.

### 2.5.2. FOUNDATION INITIATIVES

To fulfill its mission, the Accor Foundation provides technical and financial assistance to outreach initiatives undertaken by employees in our host countries in one of its three focus areas:

-  **local know-how:** supporting socio-economic initiatives that promote traditional industries and techniques;
-  **training and insertion:** facilitating the integration of disadvantaged young people aged 15-30;
-  **humanitarian and emergency aid:** helping populations in great difficulty and responding to humanitarian disasters.

In all three areas, the objective is to empower the people supported by the Foundation by deploying project models that are economically viable and self-sustaining over the medium term. The values of hospitality, caring and generosity that our hotel employees embody every day in their jobs flow naturally through to community outreach initiatives. The diversity of hotel industry jobs means that everyone's skills can be used in developing a project.

Real-world examples of the skills that have helped to make Foundation-supported projects a success include:

- knowledge of construction techniques: employees helped to build a school cafeteria in **Cameroon**, as part of the SOS Villages d'Enfants project supported in 2008 for €22,000;
- marketing skills: employees are training Indian women in marketing to help them design products for sale in local marketplaces, as part of the Nireekshana project in **India**, supported in 2009, 2011 and 2012 for €54,200;
- human resources skills: employees are coaching disadvantaged young people in **Brazil** on how to write a résumé and respond effectively in a job interview, as part of the Unibes project supported in 2009, 2011 and 2012 for €99,000.

Accor employees also add real value to the "training and insertion" programs supported by the Accor Foundation. They regularly participate in training programs to present the different hospitality industry jobs and share their professional skills with trainees. These programs can include on-site hotel tours, conferences on hospitality industry jobs, presentations of the Accor Group and internships at Accor hotels.

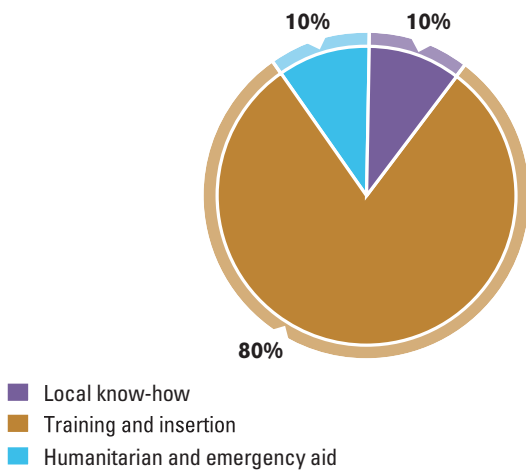
### 2.5.3. A POSITIVE TRACK RECORD

#### Projects supported in 2012

A total of 41 projects received support in 2012, covering all of the Foundation’s three focus areas.

Focus Area	Europe	Asia	Americas	Oceania	Africa	Total
Training and insertion	23	4	5	0	1	33
Local know-how	1	1	1	0	1	4
Humanitarian and emergency aid	2	1	0	1	0	4
<b>TOTAL</b>	<b>26</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>41</b>

Projects supported by the Accor Foundation in 2012, by focus area



#### Results

An initial consolidated review of the Foundation’s activities after more than four years in operation showed the following results:

- **as of end-2012, the Foundation had provided support for a large number of people:**

- more than 70,000 individuals directly, including disadvantaged young people, marginalized single mothers, struggling craftsmen and people living with little or no income,
- more than 90,000 individuals indirectly, including family members and communities;

- **more than 50% of participants in “Local know-how” and “Training and insertion” projects are now employed;**

- **supported projects and individuals have gradually become self-sustaining:**

Self-sustainability, one of the Foundation’s major objectives, has already been observed for projects in China, Poland, India and the Dominican Republic;

- **a number of projects have won awards:**

Foundation-supported initiatives that have received international awards include Fondation Parada, which won the Social Initiative Prize from the French Chamber of Commerce and Industry in Romania in 2011 for mentoring vulnerable street children, and the Chi Heng Foundation, which earned the Certificate of Excellence in the Corporate Social Responsibility Campaign category at the 2011 Asia Pacific PR Awards for its eco-friendly bags campaign.

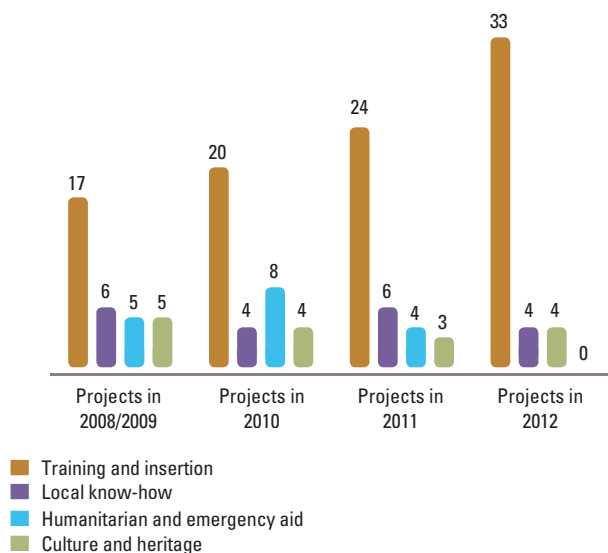


## Projects supported since the Accor Foundation's creation, by focus area

Since 2008, the Accor Foundation has supported 147 projects in 35 countries.

Focus Area	2008/2009 projects	2010 projects	2011 projects	2012 projects	Total
Training and insertion	17	20	24	33	94
Local know-how	6	4	6	4	20
Humanitarian and emergency aid	5	8	4	4	21
Culture and heritage*	5	4	3	0	12
<b>TOTAL</b>	<b>33</b>	<b>36</b>	<b>37</b>	<b>41</b>	<b>147</b>

\* Culture and heritage has no longer been a focus for the Foundation since June 2011.



The Accor Foundation would like to involve more stakeholders in its community outreach projects. A proposal is currently being considered to create an endowment fund that could accept donations from hotels, guests, Accor brands, suppliers and employees.

## 2.6. ATTESTATION OF PRESENTATION AND INDEPENDENT VERIFIER'S ASSURANCE REPORT

Year ended December 31, 2012

### ATTESTATION OF PRESENTATION AND INDEPENDENT VERIFIER'S ASSURANCE REPORT ON SOCIAL, ENVIRONMENTAL AND SOCIETAL INFORMATION

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To Chief Executive Officer,

Pursuant to your request and in our capacity as independent verifier of Accor, we hereby report to you on the consolidated social, environmental and societal information presented in the management report issued for the year ended December 31, 2012 in accordance with the requirements of Article L. 225-102-1 of the French Commercial Code (Code de commerce).

### MANAGEMENT'S RESPONSIBILITY

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The Executive Board is responsible for the preparation of the management report including the consolidated social, environmental and societal information (the "Information") in accordance with the requirements of Article R. 225-105-1 of the French Commercial Code (Code de commerce), presented as required by the entity's internal reporting standards (the "Guidelines") and available upon request to the entity's headquarter.

### OUR INDEPENDENCE AND QUALITY CONTROL

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Our independence is defined by regulatory requirements, the Code of Ethics of our profession (Code de déontologie) and Article L. 822-11 of the French Commercial Code (Code de commerce). In addition, we maintain a comprehensive system of quality control including documented policies and procedures to ensure compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### INDEPENDENT VERIFIER'S RESPONSIBILITY

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It is our role, on the basis of our work:

- to attest whether the required Information is presented in the management report or, if not presented, whether an appropriate explanation is given in accordance with the third paragraph of Article R. 225-105 of the French Commercial Code (Code de commerce) and Decree no. 2012-557 dated April 24, 2012 (Attestation of presentation);
- to provide limited assurance on whether the other Information is fairly presented, in all material respects, in accordance with the Guidelines (limited assurance report).



## 1. Attestation of presentation

Our engagement was performed in accordance with professional standards applicable in France:

- we compared the Information presented in the management report with the list as provided in Article R. 225-105-1 of the French Commercial Code (Code de commerce);
- we verified that the Information covers the consolidated perimeter, namely the entity and its subsidiaries within the meaning of Article L. 233-1 and the controlled entities within the meaning of Article L. 233-3 of the French Commercial Code (Code de commerce).

In the event of the omission of certain consolidated Information, we verified that an appropriate explanation was given in accordance with Decree no. 2012-557 dated April 24, 2012.

On the basis of our work, we attest that the required Information is presented in the management report.

## 2. Limited assurance report

### Nature and scope of the work

We conducted our engagement in accordance with ISAE 3000 (International Standard on Assurance Engagements) and French professional guidance. We performed the following procedures to obtain a limited assurance that nothing has come to our attention that causes us to believe that the other Information presented is not fairly presented, in all material respects, in accordance with the Guidelines. A higher level of assurance (reasonable) would have required more extensive review.

Our work consisted in the following:

- we assessed the appropriateness of the Guidelines as regards their relevance, completeness, neutrality, clarity and reliability, taking into consideration, where applicable, the good practices in the sector;
- we verified that the Group had set up a process for the collection, compilation, processing and control of the Information to ensure its completeness and consistency. We examined the internal control and risk management procedures relating to the preparation of the Information. We conducted interviews with those responsible for social and environmental reporting;
- we selected the consolidated Information to be tested <sup>(1)</sup> and determined the nature and scope of the tests, taking into consideration their importance with respect to the social and environmental consequences related to the Group's business and characteristics, as well as its societal commitments.

Concerning the quantitative consolidated information that we deemed to be the most important:

- at the level of the consolidating entity and the controlled entities, we implemented analytical procedures and, based on sampling, verified the calculations and the consolidation of this information;
- at the level of the countries that we selected <sup>(2)</sup> based on their business, their contribution to the consolidated indicators and a risk analysis:
  - we conducted interviews to verify that the procedures were correctly applied,
  - we performed tests of detail based on sampling, consisting in verifying the calculations made and reconciling the data with the supporting documents.

(1) **Social:** total headcount with breakdown by gender, by age and by geographical area; Recruitments and dismissals; work time organization; absenteeism; occupational accidents including their frequency rate and severity rate as well as occupational diseases; training policies; total number of training hours; implemented policies and measures taken to promote equality between women and men; implemented policies and measures to fight against discrimination.

**Environment:** environmental assessment approaches or certifications; measures to prevent, recycle and eliminate waste; water consumptions and water supply according to local constraints; consumption of raw materials and measures taken to improve the efficiency of their use; energy consumptions; measures taken to improve energy efficiency; greenhouse gases emissions.

**Societal:** territorial, economic and social impact of the company in terms of employment and on local population; consideration of social and environmental issues in the procurement policy of the company and importance of subcontracting and addressing the social and environmental responsibility of suppliers; measures taken for consumers' health and safety.

(2) **Social:** Poland, Belgium, Luxembourg, Morocco, United Arab Emirates, Bahrain, Jordan, Qatar, Kuwait, Oman, Brazil, Argentina, Uruguay, Chile, Colombia, Guatemala, Peru.

**Environment:** for water and energy consumptions: United Kingdom, China, Brazil, Poland, Italy; for the other environmental indicators: Brazil, Poland, Italy.

**Societal:** for sustainable procurement: France, Brazil, United Kingdom.

The sample thus selected represents on average 15% of the workforce for the social indicators; 37% of water consumption; 33% of energy consumption; 11% of hotels for the other environmental indicators; 41% of hotels for sustainable procurement.

Concerning the qualitative consolidated information that we deemed to be the most important, we conducted interviews and reviewed the related documentary sources in order to corroborate this information and assess its fairness.

As regards the other consolidated information published, we assessed its fairness and consistency in relation to our knowledge of the Company and, where applicable, through interviews or the consultation of documentary sources.

Finally, we assessed the relevance of the explanations given in the event of the absence of any information.

### Comments on the Guidelines and the Information

We would like to draw attention to the following points:

- the consolidated perimeter for the reported Information covers all the subsidiaries and managed hotels. For some indicators, it can go beyond, covering some franchised hotels, as mentioned in the management report;
- with the exception of the indicators for water and energy consumptions, internal controls carried out at country and area levels show themselves to be heterogeneous and in some cases limited. This statement applies in particular for the indicators related to the Charter 21 actions, for which the supporting evidence is difficult to collect and analyze;
- some indicators were recently developed and are still evolving, in particular the ones related to waste. In those cases, methodological limitations were mentioned in the relevant chapters;
- for the « percentage of employees trained », the disparity of monitoring tools across countries could lead to an overestimation risk;
- in order to improve the consistency of results regarding sustainable procurement, its importance as well as the definitions of indicators and some actions of the Charter 21 should be clarified.

### Conclusion

We express a qualified conclusion on the following point:

- the indicators « average number of days of absence per employee for illness, occupational disease and work-related accident » and « for other reasons » are under estimated outside Europe due to national regulations causing heterogeneous interpretations of the Guidelines in the different countries.

In our opinion, except for the effects of the matter described above, nothing has come to our attention that causes us to believe that the Information is not fairly presented, in all material respects, in accordance with the Guidelines.

Paris La Défense, March 4, 2013

The Independent Verifier  
Ernst & Young et Associés  
Sustainable Development Department

Éric Duvaud





## 7.7. CROSS-REFERENCE TABLE - CORPORATE SOCIAL RESPONSIBILITY

CSR Indicators	Page numbers	The Grenelle II Act	GRI *		UN Global Compact
			Indicator	Scope	
<b>OUR COMMITMENTS</b>					
Challenges	26-27	Promotion and respect for the clauses of ILO conventions	Management approach	F	Commitment 4, 5 & 10
		Actions implemented to prevent any kind of corruption	SO2 à SO4	P	
Accor stakeholders	27	Stakeholder relationship	4.14 à 4.17	P	/
Engagement and recognition	27-28	Promotion and respect for the clauses of ILO conventions from the Respect for the right to organise and collective bargaining to the Abolition of discrimination in employment and occupation	4.11 à 4.13	F	Commitment 1, 2, 3, 6, 7, 8 & 9
Responsible growth strategy	28-30	/	Management approach	F	/
<b>HUMAN RESOURCES</b>					
<b>Key figures</b>					
Number of employees	31				
Number of employees by gender	33	Employment: total workforce	LA 1	F	
Number of employees by age	33		/	/	
Number of employees by region	32-33		LA 1	F	
Average number of days of training per employee	33-34	Total number of training hours	LA 10	F	
Total number of days of training	34				
% full-time employees and % part-time employees	33	Organization of work time	/	/	
Average number of days absent per employee over the year	33	Absenteeism	LA 7	F	/
Estimate of the indirect regional economic and social impact regarding employment	32	Regional, economic and social impact created by the activity of the company regarding employment	/	/	
Number of hires	32	Employment: hires and redundancies	/	/	
Number of departures from the Group	32	/	LA 2	P	
Including involuntary separations - dismissals	32	Employment: hires and redundancies	/	/	
Including separations under redundancy plans	32		/	/	
<b>Human Resources policies</b>					
Enhancing employee capabilities	35-38	Implemented training policies	LA 11	F	Commitment 1



CSR Indicators	Page numbers	The Grenelle II Act	GRI *		UN Global Compact
			Indicator	Scope	
<b>Our Commitments to employees</b>					
<b>A commitment to diversity</b>					
Promoting diversity and equal opportunity	38-39	Promotion and respect for the clauses of ILO conventions from the Respect for the right to organise and collective bargaining to the Abolition of discrimination in employment and occupation	/	/	
Gender equality in the workplace	39-40				
Percentage of women in management positions at the hotel General Manager, Operations Director and country Executive Committee levels, as well as in head offices, notably among senior executives.	40	Measures promoting gender equality	LA 13	P	Commitment 1, 2 & 6
People with disabilities	40	Measures promoting the employment and integration of people with disabilities	/	/	
Locally defined discrimination alert plans	41	Policy against discrimination	/	/	
Diversity training	41				
<b>Compensation and benefits</b>					
Compensation and benefits policies	41-42	Employment: compensation			
Employee savings and stock ownership	42				
Insurance coverage	43	Health and safety conditions at work	/	/	/
Directors' fees, executive compensation and workforce	199	Employment: compensation and evolution of compensation			
<b>Health and working conditions</b>					
Employee health and safety	43				
Employee training in good health and eating habits	44	Health and safety conditions at work	LA 8	F	
Health and Safety Committees	43-44	Outcome of the collective agreements signed with trade unions regarding occupational health and safety	/	/	Commitment 1 & 3
Workplace health and safety agreements	44		LA 9	F	
Lost-time incident frequency rate	43	Frequency and seriousness of incident	LA 7	P	
Fatal workplace accidents	43	Frequency and seriousness of incident			
Indicator under construction: occupational illnesses	N/A	Occupational diseases			
Impact of the Group activity regarding work time organization and collective agreements	44-45	Organization of work time	/	/	
<b>Social dialogue</b>					
Employee surveys	45	Organization of social dialogue			/
Employee representative organizations	46				/
Collective agreements	45-46	Outcome of the collective agreements			
<b>ENVIRONMENT</b>					
<b>Environmental Policy</b>					
Internal organization	47	Organization of the company to take into account environmental concerns. If applicable Environmental evaluation and verification approaches	Management approach	F	Commitment 7, 8 & 9
Management application	47-49		3.1 à 3.11	F	
Certification procedures	49-50		/		
Environmental expenditure	50	Budget dedicated to environmental protection and environmental risk mitigation.	EN30	F	



CSR Indicators	Page numbers	The Grenelle II Act	GRI *		UN Global Compact
			Indicator	Scope	
<b>Prevention and Remedies</b>					
Compliance	50	Budget dedicated to environmental protection and environmental risk mitigation.	PR6		Commitment 7, 8 & 9
Organization created to respond to accidental pollution	50		EN23	F	
Environmental provisions and guarantees	51	Financial provisions for environmental risks	EN28 & EC2	F	
Penalties paid	51				
<b>Training and information initiatives</b>					
Raising employee awareness	51	Training and information towards employees on environmental protection	/	/	Commitment 7, 8 & 9
Raising guest awareness	51	/	/	/	
<b>Water</b>					
Water use	52	Water consumption	EN8 & EN9 & EN10	P	Commitment 7, 8 & 9
Reducing water use	52-53	/			
Water supply from local sources	54	Water supply considering local resources			
<b>Energy</b>					
Tracking energy use	54	Energy consumption	EN3 & EN4	P	Commitment 7, 8 & 9
Energy efficiency	55	Measures to improve energy efficiency and better use renewable energies	EN5 & EN6 & EN7 & EN18	F	
Managing energy use	55-56				
Renewable energies	56-57				
<b>Emissions into the natural environment and measures to prevent and reduce them</b>					
Greenhouse gas emissions and ozone-depleting cooling fluids	57-58	Greenhouse gaz emissions	EN16 & EN17	F	Commitment 7, 8 & 9
		/	EN18 & EN19	P	
Assessing the impact of climate change	59	Measures to adapt to climate change	EC2 & EN18	P	
Water pollution	59	Prevention, reduction and fixing of air/water/soil emissions	EN21	P	
Soil contamination	59		/	/	
<b>Local environmental impacts of the business</b>					
Land use	60	Land use	EN12	P	Commitment 7, 8 & 9
Preserving biodiversity	60	Measures taken to save and develop biodiversity	EN12 & EN14	P	
Noise pollution, visual pollution and odors	61	Noise pollution and others types of pollution	/	/	
<b>Waste</b>					
Waste management	61	Prevention, recycling and cutting waste	EN22 & EN27	P	Commitment 7, 8 & 9
Categories of waste	61-62				
Resource recovery and reuse	62-63				
<b>Eco-Design and Innovation Processes</b>					
Eco-Design and Innovation	63-64	Consumption of raw materials and Measures taken to improve the efficiency of raw materials use	EN26 & EN27	P	Commitment 7, 8 & 9
<b>SOCIAL RESPONSABILITY</b>					
<b>Social Responsibility Policy</b>					
Internal organization	65	/	Management approach	F	/
Management application	65	/	3.1 à 3.11	F	
<b>Protecting children from abuse</b>					
Fight against child sex exploitation, relaying national missing children alerts, facilitating the integration of marginalized minors	65-66	Impact on local and neighbouring communities	HR6 & HR7	P	/
			SO1	F	

CSR Indicators	Page numbers	The Grenelle II Act	GRI *		UN Global Compact
			Indicator	Scope	
<b>Local Development</b>					
Promoting local food products	66	Regional, economic and social impact created by the activity of the company regarding local development	/	/	/
Promoting fair trade and sustainable agriculture	66-67	Integration of the social and environmental issues within the sourcing policy			
<b>Guest Health and Safety</b>					
Responsible eating	67		/	/	/
Product selection	67-68	Measures implemented to promote consumer health and safety	EN26 & EN27 & PR1	F	/
Preventing health risks	68		/	/	/
Protecting personal data	68		/	/	/
<b>Sustainable Procurement</b>					
The Accor procurement process	68	Integration of the social and environmental issues within the sourcing policy	EC6, HR2, PR1	P	Commitment 1 & 2
Sustainable procurement strategy and plan	69-71	Importance of subcontracting and integration of CSR in the relationships with suppliers and subcontractors			
<b>FOUNDATION</b>					
Foundation initiatives	72-74	Impact on local and neighbouring communities Regional, economic and social impact created by the activity of the company regarding local development Philanthropic actions and community involvement	/	/	/
<b>Attestation of presentation and independent verifier's assurance report</b>					
Attestation of presentation and independent verifier's limited assurance	75-77	Verification by a third-party body	3.13	F	/

\* Accor is committed by 2015 to generate corporate social responsibility information in line with the Global Reporting Initiative (GRI). Progress in a logical table above shows all the indicators CSR Steering Group in 2012 and their equivalents in the GRI standard. In a logic of progress, the board above present all the steering CSR indicators of the Group in 2012 and their equivalents in the GRI reference table :  
 "F": Fully reported  
 "P": Partially reported