

## Message from the Chairman and CEO



We are far more than a global leader in the hospitality industry. We are almost 250,000 men and women working in a wide range of professions who are curious, passionate and proud of our differences. Today we have the opportunity to open up new horizons and address traveller concerns about the environment and social responsibility. Our leadership position also comes with obligations towards our employees, guests, partners and, of course, the communities that welcome us all around the world.

In 2012, the Group consolidated its more than 20-year commitment to sustainable development into a formal initiative by launching PLANET 21, a pioneering program with 21 ambitious goals to develop a sustainable hotel business. Real progress has been made in the past five years.

Buoyed by these achievements, AccorHotels strengthened its commitment this year by kicking off the second phase of Planet 21 to drive the change, wherever we are, towards positive hospitality. To guide our improvement efforts, we surveyed our guests, reassessed our environmental footprint and, for the first time, measured our socio-economic footprint in the world.

With this new five-year plan and its new and reinforced goals for 2020, we are betting on innovation and empowerment to generate wealth sustainably and limit our negative impacts. Developed around four strategic axes, this program commits us to be an inclusive company for our employees, to involve our guests in a sustainable experience, to co-innovate with partners to forge new paths and to work with local communities to make a positive impact. We are also especially mindful of two key priorities. The first is food, with the goal of eliminating waste and promoting healthy eating. The second is working towards carbon-neutral buildings.

For the 13<sup>th</sup> straight year, our Group is renewing its participation in the United Nations Global Compact and its commitment to the ten universally accepted principles. By signing on to this international corporate citizenship initiative, AccorHotels is supporting rational, sustainable and responsible business practices.

Sébastien Bazin  
Chairman and CEO of AccorHotels