

A welcoming heart beyond borders

Annual Report 2015

solidarity
ACCOR HOTELS 

solidarity

ACCORHOTELS 



ACT, WHEREVER WE ARE

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Participating in the life of the host communities. Being attentive to the most vulnerable populations. Protecting local ecosystems. Wherever our hotels are based, we are involved in the sustainable socio-economic development of the surrounding areas and in supporting their communities. And naturally, it is our teams who are the most committed. Since 2008, Solidarity AccorHotels has offered the helping hand of solidarity to employees by supporting 237 projects. In this way, our Endowment Fund acts in aid of more than 200,000 highly vulnerable beneficiaries by fighting against social and economic exclusion through professional training and experience.

**“ The generosity of all,
your solidarity and your goodwill
are our strength, taking us
ever further ”**

In 2015, the Endowment Fund supported the social solidarity initiatives of over 6,000 employees in 16 countries. We also involved our guests, members of Le Club AccorHotels loyalty programme. Through donations enabled with the points program, they offer long-term support to refugees in Germany. This year also saw more than 350 hotels and head offices around the world spring into action for an incredible tenth edition of Solidarity Week.

Day after day, by acting locally beside those who have the most need, we reaffirm our goal of opening new pathways to “Positive Hospitality”, wherever we are.

The generosity of all, your solidarity and your goodwill are our strength, taking us ever further. Well done, and thank you to all those who join us, now and in the future, in making a welcoming heart beyond borders.

Sébastien Bazin

Chairman and Chief Executive Officer of AccorHotels
Chairman of Solidarity AccorHotels Board of Directors

Operations



“ With eight years of experience, we are proud to support more projects with every year. Thanks to appropriate governance at every level, driven by a strongly ethical approach, our Endowment Fund enables us to back Group employees in their solidarity initiatives around the world ”



Virginie Sido
SVP Brand Culture,
Engagement & Communication

Key Figures

Solidarity
AccorHotels
in 2015

6,000
employees
supported in their
commitment to
29
new
projects in
16
different
countries



€10,800
allocated by the Endowment Fund



250
Le Club AccorHotels guests
changed their loyalty points
into donations

Since 2008, support has come from
800 hotels
at the heart of



237 projects
in aid of



200,000 direct and indirect beneficiaries

Organisation Governance

Solidarity AccorHotels is the driving force and multiplying factor for our employees' actions around the globe. In order to ensure transparency and meticulous assessment, the Endowment Fund relies on three complementary decision-making bodies comprising dedicated members.

BOARD OF DIRECTORS

The Solidarity AccorHotels Board of Directors, which is chaired by Sébastien Bazin, Chairman and Chief Executive Officer of AccorHotels, defines the Fund's strategic vision, votes on projects whose budgets exceed 20,000 euros and oversees their implementation. The Board has nine members.

THE SELECTION COMMITTEE

The Selection Committee votes on projects with budgets under 20,000 euros and oversees their implementation.

THE STANDING TEAM

The Board is supported by a standing team dedicated to assisting employees in their community projects. The team works closely with local correspondents, who are AccorHotels employees from the project's host region or who have worked there for several years. This sets the framework for good practice and allows the standing team to advise on each project, providing them with the tools necessary for their development.

BOARD OF DIRECTORS

SIX ACCORHOTELS REPRESENTATIVES



Sébastien Bazin
Chairman and
Chief Executive Officer
Chairman of the Board



Virginie Sido
SVP Brand Culture,
Engagement & Communication
Secretary of the Board



Sophie Stabile
Chief Operating Officer
HotelServices France
Treasurer of the Board



Jean-Michel Cassé
Senior Vice-President
India



Manoël Parrent
Operational Marketing Director,
Communications and
Sustainable Development Africa



Laurent Picheral
Chief Operating Officer
HotelServices Central
& Eastern Europe

THREE QUALIFIED EXTERNAL MEMBERS



Christine de Longevialle
Managing Director



Armelle Mougenot
Project Manager



Alice Madec
Project Officer



Jean-Marc Borello
Chief Executive Officer
Groupe SOS



Arnaud Fayet
Franchisee & AFA President
(Association des Franchisés
AccorHotels)



Françoise Holder
Chairwoman of the Force
Femmes association

The 6 project steps

All projects are submitted to Solidarity AccorHotels by employees of the Group. Here are the six steps in the life of a project.



Get committed

Do you support an association or an NGO? Would you like to present a project?



Be eligible

Does your project meet the eligibility criteria? *



Submit your project

The submission form is online: projects.solidarity-accorhotels.com/en/



Undergo assessment

The Solidarity AccorHotels standing team carries out an in-depth evaluation of your project and of the association involved.



Get selected

After evaluation, the Selection Committee or the Board of Directors votes on your project.



Receive our support!

Your project becomes a reality thanks to your support and that of Solidarity AccorHotels.

*Eligibility criteria for projects

- Include one or more local Group employees.
- Come under the aegis of an official association in a country where AccorHotels is based.
- Be part of one of our fields of intervention:
 - ◆ Encourage access to professional skills, employment or entrepreneurship, through vocational training or economic development.
 - ◆ Offer sustainable support to local populations facing the results of humanitarian crises.

**The employee's role

- Represent the relationship between the NGO and Solidarity AccorHotels.
- Participate in the implementation of the project through quarterly reports and visits on the ground.
- Ensure that the teams are up-to-date on the project's progress.
- Encourage project development: tours of the hotel, social reinsertion, donations and collections. The employee is the main source of on-the-ground expertise, it's up to him or her to delineate the contours of increasingly relevant involvement for the NGO, its beneficiaries, for him or herself, the hotel and the Group as a whole.

**Solidarity AccorHotels expands the definition of employee to the employees of Group managed partners and franchises.

Projects

“ Today more than one in ten AccorHotels employees are personally committed to a project in a country where the Group is based. Social reinsertion, training, emergency aid - in 2015 our 6,000 dedicated employees are the pride of the AccorHotels group ”



Laurent Picheral
Chief Operating Officer
HotelServices Central
& Eastern Europe





France, Marseille



La Table de Cana Marseille

Professional integration and French gastronomy both require rigour, self-mastery and consistent optimism. The **Des Etoiles & des Femmes** programme is a good example. This project, led by **La Table de Cana Marseille**, trains women from the northern neighbourhoods of the city as part of a work-study programme aimed at gaining a professional CAP catering qualification. Created in 1992, La Table de Cana is the biggest social reinsertion enterprise for the restaurant industry in the PACA region and has already supported more than 1,000 beneficiaries towards employment. Five of the twelve partner kitchens are part of the AccorHotels group. Just as many renowned chefs offer their time and their talent to supporting professional development in their respective subsidiaries: Sofitel Marseille Vieux Port, Pullman MarseilleProvence, Pullman Marseille Palm Beach, Grand Hôtel Roi René (MGallery Collection) and Mama Shelter. More than one great story has come out of the project, like that of beneficiary Hafidha, who was chosen for the Nils Tavernier documentary **We are Women**. This collection of short films, made with Solidarity AccorHotels and eight other corporate foundations, highlights the courageous career paths taken by women the world over.

“ It’s important to offer women this wonderful experience alongside our Chefs, to help them train and obtain a professional qualification. It’s an amazing feeling to see the stars in their eyes ”



Sylvie Guerville
Regional Recruitment
Manager & Working
Conditions Manager, South

SUPPORT
€20,000





France, Paris

Rejoué

The **Rejoué** association programme, established in 2010 with two new training modules, introduces the idea of repurposing and improving used toys. The project is socially anchored, as it is a similar position in other sectors. Employees get involved in particular with the toy collections that are carried out in various hotels and at the headquarters in Paris. The prize goes to the Mercure Paris Montmartre, who collected more than twenty kilos of toys in December 2014. The hotel is currently working with Rejoué to set up a children's area. Finally, it's worth mentioning that the AccorHotels handbook on repurposing toys. This contribution helps the workers in the

“ When I discovered Rejoué, I found their objectives - both social and ecological - highly appealing. I really wanted to help this association by carrying out toy collections in our hotel and also by letting the rest of the network know about it ”



Emmanuelle Woicemberghe
Human Resources Manager Mercure Paris Montmartre

SUPPORT
€10,000





France, Communay

Les Jardins de Lucie

Solidarity supports several training workshops throughout France. In rural areas, they often combine social commitment with an environmental dimension, through organic agricultural practice. This is the case with Réseau Cognac member **Les Jardins de Lucie**, established in 2000 in Communay, in the Rhone area of France, which coordinates 20 positions within a context of social reinsertion. In 2015, the association launched a major project by building **la Fabrique**, aimed at expanding the concept of the training workshop through packaging preserves, cooked meals and vacuum-packed vegetables. This activity enabled the hire of the equivalent of more than 15 full-time employees to better handle production demands and offer new outlets to local organic producers. AccorHotels employees offer Les Jardins de Lucie a practical vision of the Group: imagining possible collaborative projects or presenting workshop trainees opportunities in which their product experience can be of value in the professional world. This project will remind our readers of other similar projects: in Lille with Les Serres des Prés, a cannery workshop will soon open its doors to approximately fifteen jobs. La Fabrique follows this same promising path.

“My ideas about social reinsertion have totally changed. I’m proud that my Group can support me in this project”



Sophie Verdier
Room Division Manager
Novotel Lyon Gerland

SUPPORT
€15,000



Solidarity Challenges

Going further for others, together

Run, relay, play, create, surpass yourself: the things that inspire us can also change lives. By dedicating creative efforts or physical feats to a cause, AccorHotels employees add generosity to their perpetual drive for excellence. These are the “Solidarity Challenges” of which the following are good examples.



Sport dans la Ville

Every year sees a good turnout as people run for their favourite charity in the 20 km de Paris run. In 2015, 120 Group employees gave the €2,000 they raised to **Sport dans la Ville**, which encourages the social integration of young people from difficult neighbourhoods. The charity builds the football pitches and basketball courts where every week, young people learn respect, diligence and generosity as they challenge themselves. And thanks to **Job dans la Ville**, many of them find a work placement. Solidarity from the start to the finish.

SUPPORT
€2,000



La Cravate solidaire

In 2015, in aid of charity, Pullman Paris organised its first Christmas tree decorating competition with its commercial partners. The winning agency, Kuoni, was awarded a cheque for €1,000 that was matched by Solidarity AccorHotels. They chose to give it to **la Cravate solidaire**, an association which improves access to work by fighting appearance-based discrimination. Thanks to the donation, la Cravate solidaire can offer appropriate work wear to seven job-seekers, as well as advice from HR specialists, to prepare them for interviews.

SUPPORT
€2,000



Apprentis d'Auteuil

Every June, Sofitel hotel employees run the Equipe newspaper's 10 km run for the **Apprentis d'Auteuil**. The charity trains disadvantaged young people in different professions, including those in hospitality. By donating €5 per kilometre, per runner, the hotels were able to motivate more employees to hit the Parisian pavement, raising €2,500 in the process. This sum was then matched by the AccorHotels group. The partnership aims to involve more Sofitel employees in France in 2016.

SUPPORT
€5,000



Adie

In October, 120 Novotel hotels participated in the collection of used uniforms: in total, the operation - the value of which was doubled by Solidarity AccorHotels - raised €10,000 for the **Association pour le droit à l'initiative économique (Adie)**. The money finances a 25-day professional training course for five young entrepreneurs in Bordeaux, as part of the **Créajeunes** project. These mini-entrepreneurs from priority neighbourhoods get the support they need as they create a business plan and launch their businesses.

SUPPORT
€10,000



Germany, Cologne himmel & ääd Charity e.V.

In Cologne, teams from with local businesses, three Mercure hotels helping their efforts to social reintegration through charity which welcomes training courses, practical workshops (CV, interviews, networking) and children and teenagers from families struggling due to unemployment, low income or refugee status: **himmel & ääd Charity e.V.**

Employees from the Cologne Mercure hotels have made a daily commitment to the association by preparing lunch for the beneficiaries, collecting clothes and helping to find new donors. A variety of efforts aimed at encouraging the independence of the association as well as its beneficiaries.

“ Sometimes a little help goes a long way. With **himmel**, you can see the impact of your involvement immediately. And you know that your help is meaningful when you see the happiness in the young people’s eyes ”



Tom Trocbs
General Manager
Mercure Hotel Köln City
Friesenstrasse

SUPPORT
€20,000





Italy, Reggio Emilia

Madre Teresa Società

“ I believe that companies should be socially responsible and I'm proud to work in a Group which acts on this belief. I'm happy that our support goes to an association dedicated to encouraging women's economic independence ”



Enrica Tomei
Human Resources Project
Manager Italy, Greece
and Israel

Less than a year has passed since the first contact of a Group employee with the **Madre Teresa Società** and the support of Solidarity AccorHotels. Proof that a well-planned project can quickly find a foothold within the Group. Around 90 minutes southeast of Milan, in the town of Reggio Emilia, this NGO founded in 2001 helps around thirty single mothers every year through hotel visits and psychological support. The **Filo Rosa** project debuted just a few months ago, in December 2015.

The objective? Build a sewing workshop to respond to the dynamic textile industry in the region and its demand for qualified employees. The workshop, set to open in June, will train 20 beneficiaries each year, with their career development to be supported by Group teams through hotel visits and personalised professional support. The Italian teams and Solidarity AccorHotels were behind this promising project of the future from the very beginning.

SUPPORT
€20,000





Thailand, Mae Sot

IECD

Since 2013, we've been backing a project at Mae Sot, on the Burmese border, from the Institut Européen de Coopération et de Développement (IECD). The training aimed at thirty or so young Karen people is carried out at the HCTC (Hospitality & Catering Training Center). It's built on two pillars: first, a course training participants in hospitality and catering professions and mixing theory and practice in the NGO's training restaurant, **The Passport**.

work experience, with numerous Group hotels offering placements. In 2016, thanks to our support, the future servers, bartenders, kitchen assistants and room attendants will graduate, the fourth class of HCTC. The involvement of AccorHotels employees in Thailand is as varied as it is multidisciplinary: teaching, teacher training, work experience, communication and more. In September 2015, TripAdvisor awarded a Second, participants are integrated into professional life with a six-month work experience, with numerous Group hotels offering placements. In 2016, thanks to our support, the future servers, bartenders, kitchen assistants and room attendants will graduate, the fourth class of HCTC. The involvement of AccorHotels employees in Thailand is as varied as it is multidisciplinary: teaching, teacher training, work experience, communication and more. In September 2015, TripAdvisor awarded a certificate of excellence to The Passport restaurant. What fantastic recognition!

“ I am very proud to represent a horizon for youth from the Karen community ”



Christophe Lejeune
Vice President Talent & Culture
Upper Southeast and
Northeast Asia

SUPPORT
€25,000



Hospitality and Catering in Asia



Educational and engaging, our network is a source of social cohesion and economic development around the world. Whether volunteers or experts, AccorHotels employees are committed to projects in which their professional qualifications have great value.



China, Shanghai Shanghai Young Bakers

Our faithful readers are already familiar with this project, created in 2008 by the Shanghai Jeune Chambre Economique Française. Every year, the now independent NGO trains thirty underprivileged rural Chinese youth as bakers and pastry chefs. Today, a dedicated **Baking Center** is there to train them in these skills. Accompanied by Gilbert Mennetret, General Manager of the Grand Mercure Shanghai Hongqiao, four Group hotels are currently involved in both practical and on-the-job training.

SUPPORT
€15,500



Vietnam, KonTum Poussières de Vie

This NGO, created in 2012 in Vietnam, helps deprived youth from ethnic minorities. In KonTum, where 30% of the population lives under the poverty line, professional training is rare and precious, which in July 2014 gave rise to the establishment of the training school **Hnam Chang Ngeh** (House of Hope). The project is supported by Lionel Moineard, General Manager of the Novotel Saigon Centre, which will welcome three of these young people for work experience, while two others will go to the Sofitel Ho Chi Minh City.

SUPPORT
€12,000



India, Chennai Hope Foundation

For four years, the project has been an emblem of our training expertise and of the ambition of certain partnerships. In 2012, Solidarity AccorHotels, the Group teams in India and the **Hope Foundation** created the **Accor Center of Hope** in New Delhi. Nearly 200 struggling young people have been trained there already in service and sales professions. On the back of this success, the teams in India and the NGO decided to create a second centre in Chennai, the country's fourth biggest city, near the ibis and the Novotel Chennai Sipcot.

SUPPORT
€23,000



“ Participants develop their skills as well as their confidence. We are proud to offer work experience which, for the most part, represents their first experience working in the hospitality industry ”



Holly Johnson
Human Resources
Officer Sofitel
Melbourne on Collins



Australia, Melbourne

Scarf

Scarf was created in 2010 to help young people having difficulty finding a job (migrants, refugees, or those who didn't complete their schooling). The NGO offers targeted, personalised training courses, like the ten-week training course for servers, offered to seven young people, three times a year. Upon integrating the teams of the Sofitel Melbourne on Collins into the project, it has become a good illustration of the wide range of support that the Group hotels can offer within their professional environment.

The course, which helped 21 youth in 2015, gets employees involved at every stage. To enable the discovery of a workplace, visits are organised by the Sofitel Melbourne on Collins. During the theory part of the course, they contribute as experts, becoming tutors or mentors of the apprentices during practice sessions, when the participants serve at the side of their mentors. In fact, in 2015, four young people received work experience directly in a partner Sofitel. Since 2013, by the end of the year, 70% of each graduating class successfully returns to work.

SUPPORT
€9,500





Ivory Coast, Ebimpé and Damé Ivoire DD

Support of **Ivoire Développement Durable (Ivoire DD)** is one of the Group's longstanding commitments: it took root in 2009, two years after the launch of the NGO. Agricultural projects are developed in the poorest rural areas of Ivory Coast to create viable businesses. Between 2010 and 2013, 30 youth from three villages planted and harvested rubber and cocoa, helping these farms become financially autonomous.

tends to two sites: Ebimpé (20 km south of Abidjan) and Damé (300 km to the east). It is aimed at improving the nutrition of almost 600 children in village canteens. Sixty women with low income are trained in growing manioc, aubergines, okra and chili peppers; in basic agricultural techniques; in sales (for a third of the crops) and in nutrition and hygiene.

Through regular visits and frequent reports, the AccorHotels employees in Ivory Coast offer daily support in the project's sustainability.

SUPPORT
€62,000
OVER 2 YEARS



“ I supported the training of disadvantaged young people at the rubber plantation, through to the first “bleed”. When an opportunity arose with the project for women in difficulty, I didn’t hesitate a second to get involved! ”



Yannick Mingoumi
Project Manager Certification
ibis and Novotel, West and
Central Africa



Chad, N'Djamena ESSOR

In 2014, we spoke enthusiastically about Néko, a young beneficiary of ESSOR, who worked for the best restaurant in N'Djamena before becoming a trainer in the NGO's programme supported by Solidarity AccorHotels. In 2015, the partnership between the Novotel La Tchadienne and ESSOR continued to flourish. Founded in 1992, this association, which is present in several African countries and in Brazil, supports the independence of disadvantaged young people through a cross-disciplinary approach to the job market. In Chad, they teach professional courses and offer entrepreneurial aid, successfully building on connections made with Chad's different economic sectors.

In the heart of this network, the **Jeun'action** programme trains more than a hundred young people (18-25 years) from the capital. Ten of them do work experience at the Novotel in housekeeping, serving or catering. In N'Djamena, one of the poorest capital cities in the world, the commitment shown by the Group's employees in their contribution is precious: the success of this training and the importance of their final evaluation also help encourage the trainees for the future.

“ We must reaffirm the community character of the Novotel La Tchadienne, by giving the vulnerable youth of N'Djamena the chance to access employment through appropriate professional training ”



Kossi Mabani Massi

Human Resources Director
Novotel N'Djamena
La Tchadienne

SUPPORT
€15,000



“Solidarity should always be combined with autonomy. With Barista, Lotus House provides a programme of professionalisation for the most disadvantaged, ultimately helping them achieve a measure of stability”



Sandra Duhamel

Director of Communications & Public Relations North America, Central America and the Caribbean



USA, Miami

Lotus House

In North America, Sofitel hotels wanted to combine their efforts for social causes: in 2014, their Social Responsibility Committee unanimously chose to support the **Lotus House**. This NGO, founded in Miami, comes to the aid of women in difficulty by offering them housing and professional training. Since then, the relationship between the Sofitel hotels and the NGO has strengthened, illustrated by the healthy competition between the hotels in collecting essential products (diapers, clothes, food) for the project.

Benefiting from serious involvement by the Group's Miami teams, the Lotus House has created the warmly welcoming **Barista Bar**, which trains 40 women who are experiencing social exclusion. Starting with the basics (reading, math, IT skills), the programme helps the women progress towards professional workshops: job-seekers coaching, training in service and catering, and specifically bartending, starting with work in the bar itself, financed by Solidarity AccorHotels. Today, more than one in two of these women has been successfully reintegrated.

SUPPORT
€25,000





Brazil, Pindamonhangaba

IA3

The IA3 institute, a centre of welcome and support for teenagers, was created in 2008. This NGO helps seriously disadvantaged people through approaches to reinsertion of its own development: artistic (theatre, music) and civic (environmental, health) education, sports, in addition to entrepreneurship and professional training. The quality of its actions is confirmed by the fact that several of the apprentices at the nearby ibis Taubaté have come through the institute.

Vem Ser* project. Based on local craftsmanship and sewing, embroidery and patchwork techniques, it has already trained a hundred or so women facing social exclusion due to unemployment, prostitution or addiction. The ibis Taubaté contribution includes supplying recyclable materials and selling products made by the beneficiaries. In 2016-2017, Solidarity AccorHotels support will enable 30 women to be trained in different crafts, in entrepreneurship and in sales.

In Pindamonhangaba, in the north-east of São Paulo, IA3 coordinates the

* *Vem Ser* means "come to be" but spoken aloud, can be understood as "vencer", which means "win".

“ Investing in social causes means respect for others and for society, even more so in a country that has so much social inequality. The Vem Ser project is a beacon for many mothers, mothers who guide their children to a better future ”



**Maria Pilar
Camus**
General Manager
ibis Taubaté

SUPPORT
€20,000



Service professions in Latin America



Like in Asia (see pages 30-31), Group employees in Latin America support development initiatives in many countries, based on a wide range of AccorHotels professions. Here are three examples of projects in which this expertise is put in the service of social solidarity.



Peru, Lima Fondation Forge

Fondation Forge can be found in four Latin American countries. This NGO works for the social reintegration of young people from disadvantaged backgrounds. The hospitality industry is one of the five sectors for which the NGO develops theoretical and practical training. Within this context, the teams working with Ana-Lucia Koszeniewski, General Manager of the Novotel Lima, got involved in 2013 to organise visits, then work experience for the NGO's young beneficiaries.

SUPPORT
€9,200



Brazil, São Paulo Centro Social Menino Jesus

Rinaldo Ferreira dos Santos, Pastry Chef of the Pullman São Paulo, has been a volunteer since 2007 within this NGO, supported by Solidarity AccorHotels since 2012. In his free time, he created professional training for around forty people each year in food preparation, pastry-making and sweet-making. Many of his students hope to open a small business after their training. Thanks to new support, his courses are being developed during weekdays, with the addition of academic tutoring.

SUPPORT
€9,000



Brazil, São Paulo Unibes

Founded in 1915, the **Unibes** association is one of the most visible social actors in Brazil. So it makes sense that the Group's Brazilian teams and Solidarity AccorHotels have supported their programmes since 2009. With the cooperation of around sixty committed employees rallied around Antonietta Varlese, Communication & CSR Director South America, more than 240 young people have benefitted from the Unibes service training.

SUPPORT
€20,000



Where are they now?

There are certain words that only find meaning in the long-term: insertion, integration and training. The success of these projects and these paths is not only our reward, but the criteria by which we judge our contribution. Eight years after the creation of Solidarity AccorHotels, we come back to some of those who have counted on our support and hear their stories.



Kgotlelelo

Kgotlelelo, a Johannesburg orphan, receives support from **Children of the Dawn** in 2005. The NGO keeps her in school at all costs and despite many challenges.

In 2014, her Baccalaureate in hand, she heads to university, still supported by the NGO. She gains a brilliant result in her third year with a degree in Tourism.

In October 2011, training at the Mercure Hotel Nelspruit opens a door.



Kasemsri and Nut

Young Karens Kasemsri and Nut enter the Hospitality & Catering Training Center (HCTC) of the **IECD** (see pages 28-29) in 2011. They do their first work experience at the Pullman King Power in Bangkok.

In March 2014, they leave the HCTC with a diploma.

In April 2015, they return to Mae Sot... as teachers: Kasemsri heading up the restaurant and Nut as the Sous Chef.



Bilal

Bilal is 17 when he signs up for the professional orientation with **Sport dans la Ville** in Lyon (see page 22). As early as 2006 he is mentored by Christelle Caixas, General Manager of the Mercure Wilson and starts work on a professional qualification (BEP).

In 2009-2010, he gains his Vocational Baccalaureate, in a work-study programme at the Novotel Bron.

After gaining work-experience in London, he heads for Switzerland in 2012. He is recruited by a 5-star hotel in Geneva, where he is still employed.



Vitória

Vitória lives in an underprivileged neighbourhood of São Paulo when she signs up for the hospitality training organised by the Brazilian NGO **Unibes** (see page 43) in 2014. Encouraged by her family, she works hard at the demanding programme.

In 2015, she takes classes in human resources given by Ana Mathias, an analyst with AccorHotels Talent & Culture department.

A light goes on. After having finished her 6-month training, she finds a job in the HR department of a major group.

Reaching Potential

“ The Endowment Fund should transform a company. Internally, because its ideals are gradually absorbed by the Group. And externally, because it promotes a new enterprising approach, whose ethical practices act as a model ”



Jean-Marc Borello
Chief Executive
Officer Groupe SOS



2015 Solidarity Week

Solidarity Week celebrates its tenth anniversary!

Hotels and headquarters around the world celebrate Solidarity Week every December and it is a party to be proud of. In 10 years, the event has established itself around the world.

In **Egypt**, the **Novotel Cairo Airport** provided magic, puppets, drawing workshops and snacks to orphans with disabilities. In **Germany** the impetus around refugees managed rally no less than 12 hotels to collect basic necessities for more than 800 migrants. Two-hundred breakfasts were served to the homeless by the employees of the **Sofitel New York**. A second-hand sale at the **Pullman Bangkok King Power**, an afternoon for isolated seniors in **Mexico** and projects in 15 new countries including **Kuwait, Greece, Russia, Indonesia and Kazakhstan**, to name a few.

In **France** alone, more than 1,000 employees from over 40 hotels got involved in the event. From December 7 to 11, 2015, they collected clothes, toys, and food products and organised festive afternoon events with children in hospital, as well as emptied their attics, sold pastries and gave their time in fundraising efforts. In **Lille**, they got involved with **Le Secours Populaire**, in **Toulouse** with **Le Camion Douche** offering showers to the excluded, in **Evry** for the traditional **Disco Soup** and the solidarity café. In **Blois, Chartres and Bourges** working with **Les Restos du Coeur**, they collected over 300 kg of clothes!

Solidarity AccorHotels invites you to join in the fun next year, and help this exceptional event reach a new record!

solidarity WEEK 2015



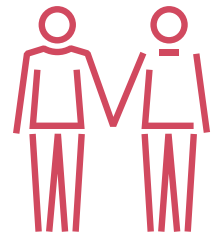
€50,000
COLLECTED IN BENEFIT
OF ASSOCIATIONS



350
PARTICIPATING
HOTELS



50%
MORE PROJECTS
IN 2015



136
ASSOCIATIONS AND
7,460
BENEFICIARIES



7,600
COMMITTED
EMPLOYEES IN
33 COUNTRIES

Donate, participate, celebrate!

With Le Club AccorHotels, loyalty means solidarity!

Since 2008, Solidarity AccorHotels has been consistent in its efforts: while we are not specialists in aid during humanitarian crises, we must act when conflicts or natural disasters put our hotels on the front lines. Beyond the duty of a citizen of the world, it's important to make the most of our great capacity to mobilise our network: our relationships with clients, suppliers, and the entire local economy make our hotels rapidly operational coordination centres, as it was the case during the earthquake and tsunami which hit Japan in 2011.

Today, the Group's loyalty programme, **Le Club AccorHotels**, is responsible for a large part of our emergency action. They can mobilise all our customers and

offer the potential to transform loyalty points into financial donations.

In 2015, the crisis arrived where it was unexpected, in the heart of Europe. By opening its doors to a level of refugees not seen for decades, Germany had to face a major challenge in welcoming and processing these individuals. The customers of Le Club AccorHotels in Germany were able to offer their support to **Aktion Deutschland Hilft**, an association which supports the integration of refugees. With every 2,000 points collected, Le Club donated €40 to the operation. In a few weeks, thanks to the Group doubling the collection, **€20,000** were collected for the **Mummy is learning German** programme, which helps refugee women learn the language so essential to their integration in the country.



Participate

Throughout the world, employees organise fundraising around major events: sporting competitions, days dedicated to important causes, and more. The internally-organised photo competition for **International Women's Day**, as well as delivering a message of peace and courage, enabled the teams to collectively contribute over **€3,000**.

In Germany, AccorHotels employees challenged themselves to cycle 132 km together as part of the **Rayon Bleu**. By offering their registration fees to Solidarity AccorHotels, the cyclists gathered **€23,000**.

In a big operation open to the public, we launched the biggest **digital greeting card** ever designed. For every card received, the Group donated €1. After a lightening virtual trip round the world, the **€25,000** target was easily reached, and handed over to projects support by Solidarity AccorHotels.



Do you admire a certain project? Do you want to show your solidarity by making a contribution to its work? **In just three clicks**, you can now make a donation on our website. There, organised by geographic area, you can find some of the projects involving over 20,000 employees since 2008. Discover others' projects, learn more about them and contribute to the establishment of social solidarity projects that you believe in!



If you are domiciled for tax purposes in France, every donation allows you to benefit from a tax deduction equivalent to 66% of the amount donated, limited to 20% of your taxable income. Solidarity AccorHotels will send you a tax receipt to the address you listed when making your donation. For example, a €10 donation will only cost you €3.4.

Making the Group proud

Committing to “Positive Hospitality” is also about being inspired by innovative and enterprising projects working for the greater good. In this respect, we would like to mention initiatives carried out by employees, which are not specifically part of the work of the Endowment Fund. The strength of a Group like ours is to help start and develop projects, and to reinforce their sustainability. Here are seven examples, among so many others.

In **France**, the **ibis Orléans Nord Saran** is a model of a responsible company. Its manager, Daniel Girard, is behind a daily culture of commitment: every month sees a new social project and a new contribution to this culture. In March, the hotel supports Couleur Baobab, which helps Burkinabe jewellery makers to sustain their village’s economy. Then Les

Restos du Coeur organise in the hotel a major local annual collection. In June, the hotel works with l’Abeille Abraysienne, an association for beekeeping and environmental awareness. In the autumn, employees and customers get together with the Blouses Roses to spread cheer at the hospital, before the Telethon raffle announces the Christmas season.

From the city to the country

Four thousand kilometres farther south, L’Empire des Enfants is aiming to protect childhood. Created in **Dakar** in 2003, it improves the conditions of the lives of children, teenagers and young mothers. Employees at the **Sub-Saharan African headquarters** and at the hotels in town combine efforts to support the association through donations of



equipment, non-perishable goods or by financing vaccination campaigns. By bringing together these different organisations, these projects create a strongly dynamic country.

Sports also possess this capacity to mobilise different brands and organisations in the same way as social solidarity challenges (see pages 22-23). In **Australia**, the involvement of AccorHotels employees helped raise \$500,000 USD in one year for two NGOs, Mission Australia and the Kokoda Youth Foundation. The finale of the fundraising initiative is a 3-day trek, climb and canoe/kayak event that included more than 200 Group athletes in teams. In **Hungary**, around ten employees met for a cycling challenge, accompanying the local Red Cross president over three days and 400 km. The staged race ended in a small village, where the race leaders handed over the

donations collected through this sporting challenge to a community that helps the disabled.

Elsewhere, other projects use the resources of the hotels and the brands’ ability to mobilise. So the **Sofitel hotels in the USA** support marginalised individuals in major urban centres: in **New York**, the Sofitel has a long-term partnership with The Bowery Mission. The association provides meals, emergency housing and rehousing support





to the homeless. The hotel also aids Volunteers of America of Greater New York, which every August prepares children of the homeless for school. All year long in **Chicago** employees offer aid to the Fourth Presbyterian's Meals Ministry. Sofitel employees regularly serve meals to beneficiaries and sometimes their band provides the musical ambiance at the soup kitchen. Generosity and collective action are also on the menu in **Los Angeles**, where the food bank receives Sofitel's help every December.

From the brands to the Group

In **Mexico**, our faithful readers already know about the relationship between **Novotel** and the association Techo. **ibis** hotels have also started a generous partnership with Amanc, which offers material and psychological support to families affected by cancer. These examples have inspired the Mexican operations committee, whose new community outreach policy has made its mark, even receiving recognition from the Mexican Centre for Philanthropy for "best CSR practices,



Volunteer category". The policy? Each month, in each hotel, one activity for social solidarity. The enthusiasm for this ambitious project is real: in 2013, we counted 140 projects for 450 AccorHotels employees in Mexico. In 2015, we counted 228 projects! In 2015, ibis hotels took action to help people with disabilities in **Los Mochis**, the homeless in **San Luis Potosi** or to support people in their return to work in **Monterrey**.

Showing an incredible level of commitment, **Group employees in Indonesia** founded an NGO which develops social and education centres for underprivileged children: A Tree for a Child (ATFAC). More than 200 children have already been welcomed to the Sanggar

Centre of **Cipinang**, an eastern neighbourhood of **Jakarta**. Many of them successfully integrated, which has encouraged AccorHotels to reproduce the operation in **Bali**. In parallel with its activities for children, ATFAC is developing reforestation projects. These are made possible in large part thanks to support from Plant For The Planet. This programme from the AccorHotels group is financed by laundry money saved when guests staying for more than one night in a hotel choose to reuse their towels. For each towel not sent to the laundry, the hotels donate 50% of the money saved.

Not involved in one of these great projects? Hopefully they'll inspire you to launch one!

Let's talk!



In 2015, Solidarity AccorHotels launched Facebook and Twitter accounts. Social solidarity is only valuable if it's shared, and talking about projects helps them grow. Here are five more reasons to follow us.

- # Post your projects on our pages, to give them higher visibility
- # Ask questions about the projects that interest you
- # Encourage experts to publish on our issues
- # Share, tweet and retweet to arouse interest
- # In emergency cases, quickly mobilise your network

For more information, follow Solidarity AccorHotels news on:

 SolidarityAccorHotels  @Solidarity_AH



Awards

AccorHotels voted employer of the year in London!

Every year, the municipal fund for London rewards an employer who works to reduce youth unemployment and improve their living conditions. In 2015, juries saluted the **Hospitality Futures**, programme, a partnership with the **Springboard Charity** and supported by Solidarity AccorHotels since 2012.

AccorHotels CSR wins in India!

The French-Indian authorities annually award French companies who are involved in a socially and environmentally responsible project on a local level. In 2015, the Group's Indian teams won in the "Education" category, among 12 other nominees. This was thanks to their project in partnership with the **Hope Foundation**, **Accor Center of Hope** (see page 31).

Media

Highlights from some of the media coverage and conferences from the world of hospitality, catering or CSR and that recognise the importance of our projects.



OAfrica et Solidarity AccorHotels on BFM-TV, "Goûts de Luxe" ! April 13 2015.

Patrons of OAfrica on BFM Radio! Listen to the podcast of the programme "A but non lucratif" from December 20 2015.

Women's Forum - "How can business and Solidarity work together?" Solidarity AccorHotels hosted a round table on CSR involvement at the Women's Forum.

2015 Financial Statements

FRANCE SUB-TOTAL: €93,500

Association		Amount	Country
Adie	Support for 5 young people starting a business	€10,000	France
ALEFPA	Renovations of the vocational training restaurant, part of the Albert Châtelet establishment	€9,500	France
Apprentis d'Auteuil	Equipment for a vocational restaurant	€5,000	France
Dynamique Emploi	Youth professional support programme	€10,000	France
La Cravate solidaire	Support for 7 individuals towards employment	€2,000	France
La Table de Cana Marseille	Training for 12 women in high-level culinary skills	€20,000	France
Les Jardins de Lucie	Professional reintegration through the canning of organic vegetables	€15,000	France
Le Valdocco Lyon	Development of the Acirpe training workshop	€10,000	France
Rejoué	Professionalisation of the existing training workshop	€10,000	France
Sport dans la Ville	Equipping sports fields in underprivileged neighborhoods	€2,000	France

EUROPE SUB-TOTAL: €65,000

Association		Amount	Country
himmel & ääd Charity e.V.	Offers 40 youth vocational guidance and support	€20,000	Germany
Madre Teresa Società	Training for 20 women in sewing techniques	€20,000	Italy
The Springboard Charity	Training in hospitality and catering careers in London and Birmingham	€25,000	United Kingdom

AFRICA SUB-TOTAL: €29,500

Association		Amount	Country
ESSOR	Professional training and economic empowerment of 150 youth	€15,000	Chad
La Voûte Nubienne	Training in the craft of stonemasonry for 12 youth	€14,500	Senegal

ASIA-OCEANIA SUB-TOTAL: €102,500

Association		Amount	Country
Green Youth Collective	Training for 30 young people in "green careers"	€18,000	Vietnam
Hope Foundation	Establishment of a training centre for service and sales careers in Chennai	€23,000	India
IECD	Trains and integrates 30 vulnerable Karen youth in hospitality and catering careers	€25,000	Thailand
Poussières de Vie	Provision of training of 30 ethnic minority youth in hospitality and catering careers	€12,000	Vietnam
Scarf	Training for young people in restaurant service careers	€9,500	Australia
Shanghai Young Bakers	Provides bakery and pastry-making training to struggling youth	€15,000	China

THE AMERICAS SUB-TOTAL: €120,300

Association		Amount	Country
Aliança de Misericórdia	Training for 60 individuals in cosmetology and beauty careers	€8,600	Brazil
Centro Social Menino Jesus	Culinary vocational training for 40 individuals	€9,000	Brazil
Communauté Saint-Martin	Equipment for an IT centre	€8,500	Cuba
Fondation Forge Peru	Training for young people in hospitality and catering careers	€9,200	Peru
IA3	Training for 60 women in different crafts	€20,000	Brazil
Techo	Social and professional support for 124 individuals	€20,000	Mexico
Lotus House	Training for 40 women in service and bartending careers	€25,000	USA
Unibes	Training for 60 youth in hospitality and catering careers	€20,000	Brazil

INCOMES		EXPENSES	
Financial contributions received	€600,000	Financial support to projects	€410,800
Financial incomes and miscellaneous	€5,943	Operating expenses	€180,982
In kind contributions	€158,881	In kind contributions	€158,881
		2015 Surplus	€14,161
TOTAL	€764,824	TOTAL	€764,824

Payments to the endowment in 2015:

- Yearly contribution from the Accor SA founder: €500,000
- Fundraising and donations: €165,585

EDITORIAL

Solidarity AccorHotels

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DESIGN & PRODUCTION

Community

PHOTO CREDITS

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207 kg of wood



4,462 litres of water



174 km driven in Europe (Sources: www.arjowigginsgraphic.com)