

Message from the Chairman and CEO



For Accor, sustainable development is a way of doing business on a daily basis. Every year, our 180,000 employees* in Accor brand hotels worldwide welcome millions of clients in over 4,000 hotels around the world. As the world's leading hotel operator, it is both our duty and our desire to act as a driving force in the field of sustainable and responsible development.

Our new PLANET 21 program focuses on the sustainable development aspect of this initiative, that of reinventing the hotels of the future, for a hotel industry that is sustainable, responsible, innovative and open to the world.

We gave a concrete form to our commitment nearly 20 years ago when we created an Environment Department back in 1994 and then a Hotel Environment Charter in 1998. Since then, Accor has constantly renovated its practices and models in order to create sustainable value.

By its very essence, a hotel is a place of mingling, diversity, interacting differences and blend. Through our new tagline, "Open new Frontiers in Hospitality", I wanted to place openness at the core of our mission: openness to others and openness to a new way of perceiving hotels, of managing our impact on both the environment and the communities our hotels are a part of.

PLANET 21 sets a new course for our group, employees, partners, and also for our customers whom we associate with our sustainable approach every day by placing sustainable development at the heart of the Group's innovation and by federating the numerous initiatives of our hoteliers across the globe.

Our scheme is structured into 21 concrete measures, each with ambitious quantified objectives that all the hotels must meet by 2015, in areas such as responsible eating, cutting water and energy consumption, and preventing illness.

This is a significant pledge for Accor. However, we will not be able to meet our objectives without involving our customers and partners in our actions. For this reason, PLANET 21 is also an approach that is transparent for our customers, with an information program that invites them to participate actively through simple gestures in the hotel's actions and promotes the daily commitment of our employees.

I am convinced that sustainable development is vital to create a new business model that is more respectful of natural resources and human beings. This is why PLANET 21 is more than an ethical commitment; it is also a powerful lever that will boost our brands' competitiveness, our attractiveness and ensure the loyalty of our partners, employees and customers who want to take action with us in favor of responsible growth capable of creating shared value for everyone.

PLANET 21 embodies our desire to incite a virtuous long-term approach. We make this undertaking with humility, aware of the complexity of the issues, but also with determination and confidence in our ability to reinvent the hotel industry - sustainably.

In keeping with this strong ambition of which PLANET 21 is the instrument, the Accor Group reaffirms its adherence to the United Nations Global Compact and a renewed commitment to its 10 principles.

Denis Hennequin,
Accor Chairman and Chief Executive Officer

*including 145,000 in owned, leased, and managed hotels



PLANET 21 reinvent hotels sustainably

With PLANET 21, Accor has made 21 commitments in favor of sustainable development. Health, nature, carbon, innovation, local development, employment and dialogue: 21 commitments for the well-being of our world.

In all our hotels, we work with employees, guests and partners to reinvent hotels – sustainably.

Care for the planet? Please, step in.



A NEW ERA OF AMBITIOUS EXPANSION

Accor's new sustainable development strategy is called PLANET 21.
The program launches a new era in a commitment that dates back to 1994.

Reconciling hospitality and sustainable development

For Accor, sustainable development is both a way of doing business and a practical approach that relies heavily on innovative solutions. Reconciling hospitality with social and environmental responsibility requires the active involvement of employees and customers alike.

Nearly 20 years ago, Accor hotels began to introduce more responsible practices that have since become standards for the Group and examples for the industry as a whole. Between 1994 and 2006 – from the creation of the Environment department to the founding of the Earth Guest program with its focus on people and the environment – Accor made considerable headway in integrating

sustainable development practices into its hotel operations.

The period was shaped by a number of significant events:

- ▶ created in 1998, the Hotel Environment Charter has enabled hotels to continuously improve their performance as measured against a 65-point checklist;
- ▶ the OPEN application was launched in 2005. A unique, upgradable tool, it helps to measure, manage and report the Group's sustainable development performance. To include a carbon module beginning in 2012, OPEN is used in all hotels and improves the monitoring of water and energy use and waste management.

Launching a new strategy

Reinventing hotels sustainably is Accor's stated goal with its new PLANET 21 program. As the Group enters a new phase of sustained expansion, it is reaffirming its approach to responsible development, which generates value shared by everyone. PLANET 21 accelerates and intensifies Accor's sustainable development commitment, transforming it into a decisive competitive advantage for the Group, its brands and its partners, in the eyes of customers who are increasingly sensitive to social and environmental issues.

The program is structured around 21 commitments backed by quantifiable objectives that all hotels are expected to meet by 2015. With PLANET 21, Accor is making sustainable hospitality the focus of its strategic vision, as well as its development and innovation processes.

Innovating with PLANET 21 Research

In 2011, Accor launched a shared knowledge platform – that is both free and open to all – to promote the emergence of more sustainable hotel industry practices. This information has already been broadly disseminated in Accor's two initial studies:

- 1. The first international tracking study on hotel guest expectations regarding sustainable development**, conducted with IFOP surveying a representative sample of 7,000 hotel customers in six countries.
- 2. A comprehensive study of the Group's environmental footprint** carried out with PriceWaterhouseCoopers Advisory. This is the first worldwide study of an international hotel group's environmental impact based on a life cycle analysis of its operations. 11 areas of operations were assessed according to five criteria: energy and water use, waste production, carbon emissions and water pollution.

The two studies were used when developing the PLANET 21 strategy so that commitments could be based on factual, solid, scientific data.



PLANET 21, intrinsically linked to sustainable development, the name PLANET 21 refers to Agenda 21, the action plan adopted by 173 Heads of State at the 1992 Earth Summit in Rio de Janeiro. It also echoes the urgent need to focus efforts in the 21st century to change our production and consumption patterns with the goal of protecting our planet, its people and their environment.

7 pillars, 21 commitments and quantifiable objectives for 2015

7 PILLARS	21 COMMITMENTS	2015 TARGETS
 Health page 66	1. Ensure healthy interiors.	85% of hotels use eco-labeled products.
	2. Promote responsible eating.	80% of hotels promote balanced dishes.
	3. Prevent diseases.	95% of hotels organize disease prevention training for employees.
 Nature page 67	4. Reduce our water use.	15% reduction in water use between 2011 and 2015 (owned/leased hotels).
	5. Expand waste recycling.	85% of hotels recycle their waste.
	6. Protect biodiversity.	60% of hotels participate in the Plant for the Planet reforestation project.
 Carbon page 69	7. Reduce our energy use.	10% reduction in energy use between 2011 and 2015 (owned/leased hotels).
	8. Reduce our CO ₂ emissions.	10% reduction in CO ₂ emissions between 2011 and 2015 (owned/leased hotels).
	9. Increase the use of renewable energy.	10% of hotels use renewable energy.
 Innovation page 70	10. Encourage eco-design.	40% of hotels have at least three eco-designed room components.
	11. Promote sustainable building.	21 new or renovated hotels are certified as sustainable buildings.
	12. Introduce sustainable offers and technologies.	20% of owned and leased hotels offer green meeting solutions.
 Local page 71	13. Protect children from abuse.	70% of hotels have committed to protecting children.
	14. Support responsible purchasing practices.	70% of hotels purchase and promote products originating in their host country.
	15. Protect ecosystems.	100% of hotels ban endangered seafood species from restaurant menus.
 Employment page 72	16. Support employee growth and skills.	75% of hotel managers are promoted from internal mobility.
	17. Make diversity an asset.	Women account for 35% of hotel managers ⁽¹⁾ .
	18. Improve quality of worklife.	100% of host countries organize an employee opinion survey every two years.
 Dialogue page 73	19. Conduct our business openly and transparently.	Accor is included in 6 internationally-recognized socially responsible investment indices or standards.
	20. Engage our franchised and managed hotels.	40% of all hotels are ISO 14001 or EarthCheck-certified ⁽²⁾ .
	21. Share our commitment with suppliers.	100% of purchasing contracts are in compliance with our Procurement Charter 21.

(1) Outside Motel 6/Studio 6. (2) Excl. economy segment.



Health

WELCOMING GUESTS WITH A GUARANTEE

In today's uncertain world, we provide guests and employees with a healthy environment that reassures them with regard to food-related, hygiene and environmental risks.

1 ENSURE HEALTHY INTERIORS

Accor seeks to make its hotels more comfortable and attractive as well as more environmentally friendly, for the benefit of customers and employees.

At year-end 2011: 68% of Accor hotels used eco-labeled products, including cleaning products (51% of hotels), wall paint (23%) and floor coverings (10%).

By 2015

85% of hotels will use eco-labeled products.

2 PROMOTE RESPONSIBLE EATING

Obesity and poor eating habits are afflictions that affect an ever-greater number of people. They are responsible for such health problems as hypertension, cardiovascular disease and diabetes.

With more than 130 million meals a year served in its hotels, the Group clearly has a responsibility with regard to nutritional issues.

At year-end 2011: 62% of hotels offered balanced dishes to their customers:

- in Portugal, several Novotel units provide customers with information about allergenic items on menus;
- in France, Accor Academy has developed a "well-being and vitality" offering in cooperation with a nutritionist.

By 2015

80% of hotels will promote balanced dishes.



3 PREVENT DISEASES

Epidemics are not a thing of the past. Globalization is spreading them at a faster rate, and at the same time diabetes, cancer, cardiovascular illness and other chronic diseases are also developing rapidly. These diseases are leading causes of mortality, accounting for 60% of all deaths worldwide.

Since 2002, Accor has been engaged in combating HIV/AIDS through programs to train employees, raise awareness among guests and actively involve the tourist industry. With PLANET 21, the Group has expanded its approach for combatting chronic diseases and epidemics by adjusting to local health care needs.

At year-end 2011:

- 77% of hotels had organized prevention training sessions for the health and well-being of employees. These mainly involved first aid, workplace ergonomics, prevention of HIV/AIDS and chronic diseases, and psychosocial risks;
- 1,768 hotels were equipped with condom vending machines;
- in France, 8,629 ergonomic beds were installed in 168 hotels to reduce risks due to repeated movements by housekeepers;
- 1,238 hotels – of which more than 1,000 in France – were equipped with defibrillators.

By 2015

95% of hotels will organize disease prevention training for employees⁽¹⁾.

(1) See page 76 in the Human Resources section.



Nature

PRESERVING, RECYCLING AND REPLANTING

To protect our environment, we are reducing our water consumption and recycling our waste. Accor has already planted two million trees as part of a global reforestation project supported by the United Nations.

4 REDUCE OUR WATER USE

Access to water – an essential resource – varies widely from one region of the world to another. A source of political and social tension, access to water represents a major challenge.

An Accor hotel consumes approximately 15,000 cu.m of water per year. The Group's environmental footprint showed that 86% of water consumed came from the food served in its hotels. Accor is currently defining a work plan to find innovative restaurant solutions that reduce the impact of upstream farming on its water consumption.

At year-end 2011:

- 93% of hotels monitored and analyzed their water consumption on a monthly basis;
- 88% of hotels had installed flow regulators on showers and faucets;
- 161 hotels were equipped with rainwater recovery systems.

By 2015

Accor will reduce water consumption in owned and leased hotels by 15%.

5 EXPAND WASTE RECYCLING

In the past 20 years, total waste production has increased by 50% worldwide while only 10% of that waste is recycled.

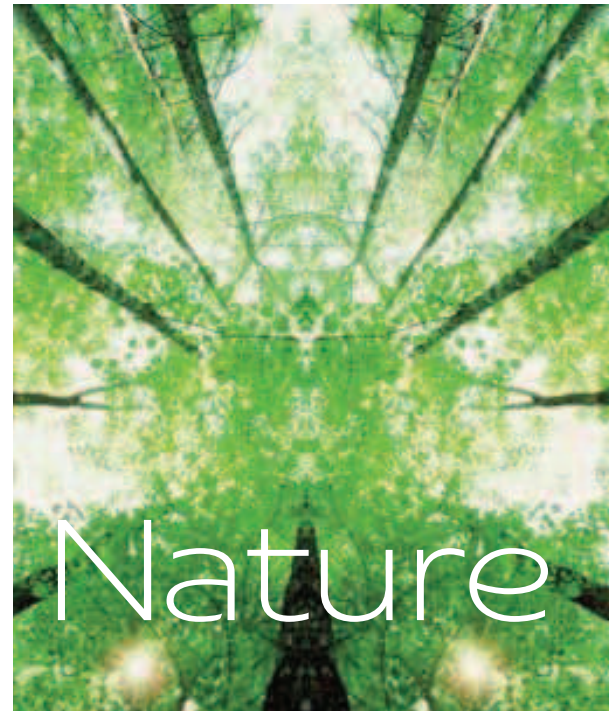
Every year, Accor generates 2.3 million tonnes of waste, of which 70% from construction and renovation work. In 2011, the Group strengthened and further extended the waste module in its sustainable development management application. The goal is to win the support of all hotels and provide them with the means to measure their waste volumes as well as their collection and sorting costs.

At year-end 2011: 64% of hotels recycled their waste and in particular:

- 91% of hotels sorted and recycled batteries;
- 91% of hotels sorted and recycled fluorescent lamps and tubes;
- 73% of hotels sorted and recycled paper and cardboard.

By 2015

85% of hotels will recycle their waste.

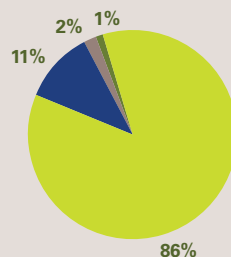


Accor's environmental footprint

Water consumption impact

Contribution from different activities:

- Food & Beverage
- On-site water
- On-site energy
- Other

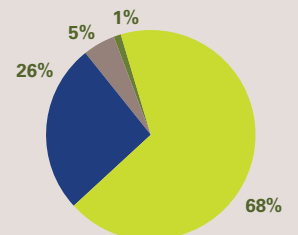


Source: PLANET 21 research study 2011.

Waste impact

Contribution from different activities:

- Construction and renovation
- On-site energy
- Operating waste
- Other





6 PROTECT BIODIVERSITY

Biodiversity is essential to our planet's equilibrium. Nonetheless, plant and animals species disappear every year.

With Plant for the Planet, Accor is engaged in a unique reforestation project. The basic principle is to offer guests the option of reusing their towels, with half of the savings on laundry bills then allocated for tree planting projects. The formula is "5 towels reused = 1 tree planted."

At year-end 2011:

- More than 2 million trees had been funded and nearly 1,400 hotels were taking part in Plant for the Planet;
- 82% of hotels used locally adapted plants;
- 77% of hotels used certified paper for printing;
- 53% used eco-friendly gardening products.

By 2015

60% of hotels will participate in the Plant for the Planet reforestation project.

Plant for the Planet : Accor goes even further



Accor has forged a partnership with Pur Projet, an organization created by Tristan Lecomte dedicated to combatting climate change through reforestation and forest conservation projects carried out by local communities. Tristan Lecomte is also the founder of Alter Eco, an organization that has helped to extend the use of fair trade products. Interview.



What approach does Pur Projet take?

Tristan Lecomte : Our approach is unique in that it integrates mechanisms for reducing CO₂ emissions into our partners' operations. The result is tangible reforestation initiatives that create a direct link between the company's operations and its natural environment. Our approach also enhances the perception of employees and consumers. In Thailand, for example, we focus on persuading producers to plant trees in order to fertilize their land, protect biodiversity, retain water and

help combat climate change. It's an open, collaborative, positive approach that helps to restore ecosystems while providing additional revenue for farming cooperatives and small producers who often live in precarious conditions.

Why work with Accor?

Tristan Lecomte : With Plant for the Planet, Accor has emerged as a pioneering company involved in reforestation projects at the global level. In addition to its very significant results, Plant for the Planet corresponds perfectly to the Pur Projet approach because the hotels contribute

directly and locally to protecting their environment. In this way, Accor is inventing the hotels of the future – a hotel industry that is open to the world, caring and involved in tangible projects on the frontline. My goal is to support the development of Plant for the Planet by integrating it more fully into the Group's mission and businesses and enabling it to play an even more active local role. The objective is to increase the number of reforestation projects from 7 to 21 in 2013 and to have a project in each of Accor's host countries by 2015.



Carbon

REDUCING AND OPTIMIZING

Hotel energy consumption is the area of operations that has the greatest environmental impact and also our most important way of taking action. We are committed to broadly and systematically deploying energy savings measures and to using renewable energies.



7 REDUCE OUR ENERGY USE

Ever more scarce and costly, fossil energies are a major challenge for our increasingly energy-intensive society. Along with technological innovations, energy savings represent a solution to this problem.

Overall, 75% of the energy consumed by Accor is in its hotels, the vast majority of which have been equipped with energy-efficient light bulbs. Maintenance programs to optimize its facilities' operations have also been strengthened.

Accor has developed a methodology called BOOST, which is based on an analysis of technical installations in its hotels. It has helped to significantly reduce water and energy consumption – up to 25% for some hotels – solely through employee training programs and action plans, without any additional investment in hotel installations.

At year-end 2011:

- 94% of hotels monitored and analyzed their energy consumption on a monthly basis;
- 92% of hotels ensured optimal equipment settings;
- 90% of hotels used low-consumption bulbs for 24/7 lighting.

By 2015

Accor will reduce energy consumption in owned and leased hotels by 10%.

8 REDUCE OUR CO₂ EMISSIONS

Despite the large number of climate summit conferences and strict regulations, CO₂ emissions continue to rise. The Group's environmental impact study showed that 66% of its greenhouse gas emissions come from fuel burned in the hotels, while 15% was agriculture-related, mainly for livestock feed and food transport.

In addition to its efforts to reduce energy use, Accor has launched a project to reduce the carbon impact of its food services offering. Beginning in 2012, each hotel can also determine its own carbon footprint – either overall, for a seminar, or for a single hotel night.

At year-end 2011:

- 76% of hotels had ensured that installations containing cooling liquids were leak-proof;
- 62% of hotels used energy-efficient boilers;
- 50% of hotel used energy-efficient air conditioning equipment.

By 2015

Accor will reduce CO₂ emissions in owned and leased hotels by 10%.

9 INCREASE THE USE OF RENEWABLE ENERGY

Energy solutions abound, ranging from thermal and photovoltaic solar panels to geothermal and biomass energy. However, before these solutions can be broadly deployed, they must be tested and adapted to specific hotel features.

Accor has already equipped a large number of hotels with solar panels to produce domestic hot water and is carrying out a range of experiments involving new technologies. In Cambodia, for example, the Sofitel Angkor Phokeethra is pursuing an original initiative. Organic waste is "methanized" to produce gas used for cooking. The solution uses bacteria to decompose organic waste anaerobically (i.e. in an air-tight container), thereby producing methane, a biogas that is then used to prepare 700 meals a day for employees.

At year-end 2011:

- 135 hotels around the world were equipped with solar panels to produce domestic hot water;
- 172 hotels used biomass, geothermal and other renewable energies.

By 2015

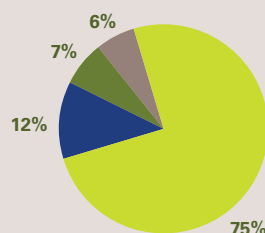
10% of hotels will use renewable energy.

Accor's environmental footprint

Energy impact

Contribution from different activities:

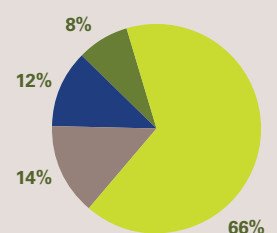
- On-site energy
- Other
- Laundry
- Food & Beverage



Carbon impact

Contribution from different activities:

- On-site energy
- Food & Beverage
- Other
- Employee travel



Source: PLANET 21 research study 2011.



Innovation

INVENTING AND TRANSFORMING

By fully integrating sustainable development into our operating procedures and offers, we are responding proactively to emerging customer expectations and supporting the development of new business models. The goal is to make PLANET 21 a laboratory for the hotel industry of tomorrow.

10 ENCOURAGE ECO-DESIGN

Eco-design is a continuous improvement process whose purpose is to respect the environment at each step of a product's life cycle.

More and more hotels are using and offering responsible products, including ibis, Suite Novotel and Novotel, with their EU Eco-label certified guest amenities.

At year-end 2011:

- 39% of hotels used dispensers or eco-friendly packaging for bathroom products;
- 13% of hotels had at least three eco-designed room features (e.g. bedding, bath linen or paper);
- 10% of hotels had eco-labeled bathroom products.

By 2015

40% of hotels will have at least three eco-designed room components.

11 PROMOTE SUSTAINABLE BUILDING

The design phase of construction has a crucial impact on a building's environmental performance.

That is why certain countries have introduced regulations that require low energy buildings and minimal impact on ecosystems.

As an expert in hotel development, Accor has acquired real environmental expertise. The Group regularly tightens its standards and conducts pilot projects to support the development of hotels that are more efficient in terms of energy and water consumption and use fewer environmentally harmful chemical substances.

At year-end 2011:

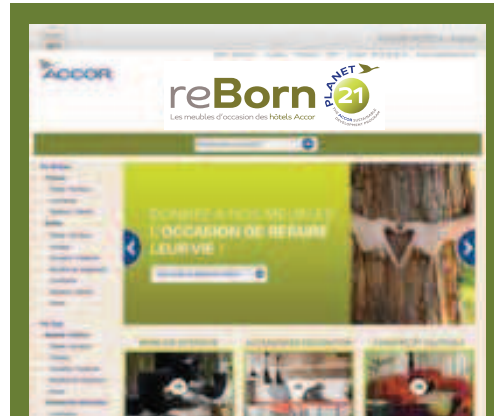
- 65% of hotels used energy-efficient lamps for frontage lighting;
- 25% of hotels recovered energy from the ventilation system;
- 18% of hotels used building management system to steer their energy consumptions;
- The Suite Novotel Issy-les-Moulineaux had received France's HQE® environmental certification.

By 2015

21 hotels will have obtained sustainable building certification.

12 INTRODUCE SUSTAINABLE OFFERS AND TECHNOLOGIES

The integration of clean, eco-friendly technologies is a powerful lever for introducing increasingly sustainable hotels offers and practices.



Through reBorn, Accor gives its second-hand furniture a new lease of life!

ReBorn grew out of Accor's commitment to providing hotels with a unique, highly efficient solution for managing furniture to be replaced following renovation work. Since early 2012, the Group's hotels have been able to sell furniture and decorative items in good condition on reBorn, Accor's second-hand furniture shop, which is hosted on the French version of eBay, the world leader in online sales. A total of 2,500 items have been put up for sale in the service's first few months.

In 2008, Accor pioneered with the launch of a responsible travel offering, today renamed Discovery. With PLANET 21, the Group has created a special tracking unit that is constantly on the lookout for new environmentally friendly offers and technologies.

At year-end 2011:

- steam cleaning solutions were tested in 15 Sofitel hotels in eight countries;
- electric vehicle charging stations were tested in six Novotel hotels in the Greater Paris area;
- automated sub-metering systems for electricity, gas and heating installations were tested in two ibis hotels in France.

By 2015

20% of owned and leased hotels will offer green meeting solutions.



Innovation



Local

CONTRIBUTING AND PROTECTING

Firmly rooted in our host communities, we directly support the principle of shared economic development and protect their most precious, most vulnerable assets: their children and the natural ecosystems in which we operate.

13 PROTECT CHILDREN FROM ABUSE

Especially vulnerable, children are still too often the victims of sexual exploitation. Protecting them is a responsibility shared by everyone. As a global player in the tourist industry, Accor is especially concerned. In 2012, Accor wants to expand its program to protect children to include kidnapping, a problem that is on the rise. Hotels can play a determining role in combatting this affliction.

Since 2001, Accor has led the fight against sexual exploitation of children alongside ECPAT International⁽¹⁾, a non-governmental organization. Its action is based on informing and training employees, raising awareness among customers and suppliers, developing relations with public authorities, and facilitating the integration of minors.

At year-end 2011:

- 49% of hotels had committed to protecting children and during the year nearly 23,500 employees received training in identifying and responding to situations in which a child was at serious risk;

- 36 countries had signed the Code of Conduct for the Protection of Children issued by ECPAT and the World Tourism Organization;
- Accor was continuing to share its experience and training tools to combat sexual tourism involving children with the hotel industry, in particular at international sporting events, as it did during the FIFA 2010 World Cup.

By 2015

70% of hotels will be committed to protecting children.

(1) End Child Prostitution, Child Pornography & Trafficking of Children for Sexual Purposes.

14 SUPPORT RESPONSIBLE PURCHASING PRACTICES

Major companies generate enormous flows of merchandise around the world. By opting for intensive, rational, organic, fair trade or other responsible production methods, they can make an important impact on people and the environment.

The Procurement department integrates sustainable development criteria into its practices, such as the Sustainable Procurement Charter introduced in 2003 and since renamed the Procurement Charter 21.

At year-end 2011:

- 51% of hotels purchased and promoted locally produced food products;
- 34% of hotels served fair trade products carrying the Fairtrade-Max Havelaar label. In France, Accor hotels had purchased 350 tonnes of fair trade tea, coffee and cocoa, an increase of 4.5% over 2010. Fair trade products account for nearly 44% of all hot beverages served at Accor hotels;



- 9% of hotels served sustainable products certified by other recognized labels, such as the Rainforest Alliance.

By 2015

70% of hotels will purchase and promote products originating in their host country.

15 PROTECT ECOSYSTEMS

While ecosystems sustain the life and diversity of plant and animal species, they are too often threatened by human activities.

The hotel industry is concerned and can take action by managing the origin and nature of the biological resources they use as well as this discharges they release into the ecosystems.

At year-end 2011:

- 82% of hotels ensured proper sanitation of wastewater;
- 68% of hotels had banned endangered seafood from restaurant menus.

By 2015

100% of hotels will have banned endangered seafood species from restaurant menus.



PLANET 21 STRATEGY



PILLARS	COMMITMENTS	2015 TARGETS
 Health	1. Ensure healthy interiors.	85% of hotels use eco-labeled products.
	2. Promote responsible eating.	80% of hotels promote balanced dishes.
	3. Prevent diseases.	95% of hotels organize disease prevention training for employees.
 Nature	4. Reduce our water use.	15% reduction in water use between 2011 and 2015 (owned/leased hotels).
	5. Expand waste recycling.	85% of hotels recycle their waste.
	6. Protect biodiversity.	60% of hotels participate in the Plant for the Planet reforestation project.
 Carbon	7. Reduce our energy use.	10% reduction in energy use between 2011 and 2015 (owned/leased hotels).
	8. Reduce our CO ₂ emissions.	10% reduction in CO ₂ emissions between 2011 and 2015 (owned/leased hotels).
	9. Increase the use of renewable energy.	10% of hotels use renewable energy.
 Innovation	10. Encourage eco-design.	40% of hotels have at least three eco-designed room components.
	11. Promote sustainable building.	21 new or renovated hotels are certified as sustainable buildings.
	12. Introduce sustainable offers and technologies.	20% of owned and leased hotels offer green meeting solutions.
 Local	13. Protect children from abuse.	70% of hotels have committed to protecting children.
	14. Support responsible purchasing practices.	70% of hotels purchase and promote products originating in their host country.
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 Employment	16. Support employee growth and skills.	75% of hotel managers are promoted through internal mobility.
	17. Make diversity an asset.	Women account for 35% of hotel managers (outside Motel 6/Studio 6).
	18. Improve quality of worklife.	100% of host countries organize an employee opinion survey every two years.
 Dialogue	19. Conduct our business openly and transparently.	Accor is included in six internationally-recognized socially responsible investment indices or standards.
	20. Engage our franchised and managed hotels.	40% of all hotels are ISO 14001 or EarthCheck-certified.
	21. Share our commitment with suppliers.	100% of purchasing contracts are in compliance with our Procurement Charter 21.

2011 RESULTS
ADDITIONAL INDICATORS – 2011 RESULTS (WITHOUT TARGETS)

68%	51% of hotels use eco-labeled cleaning products. 23% of hotels use eco-labeled wall paint. 10% of hotels use eco-labeled floor coverings.
62%	1 balanced meal is included in the children's menu at Novotel hotels. Number of hotels offering vegetarian dishes (indicator under construction).
77%	1,768 hotels are equipped with condom vending machines. 38 countries have implemented a health program.
12% reduction between 2006 and 2010 (owned/leased hotels)	93% of hotels monitor and analyze water consumption monthly. 88% of hotels have flow regulators on faucets and showers. 161 hotels have rainwater recovery systems.
64%	91% of hotels sort and recycle batteries. 91% of hotels sort and recycle fluorescent lamps and tubes. 73% of hotels sort and recycle paper and cardboard.
34%	82% of hotels choose plants suited to the local environment. 53% use eco-friendly gardening products. 77% of hotels use certified paper for printing.
5,5% reduction between 2006 and 2010 (owned/leased hotels)	94% of hotels monitor and analyze energy consumption monthly. 90% of hotels use low-consumption lamps for 24/7 lighting. 92% of hotels monitor the optimum settings of energy installations.
Not previously tracked	76% of hotels check that equipment containing HCFCs and HFCs is leak-proof. 62% of hotels use energy-efficient boilers. 50% of hotels use energy-efficient air conditioning cooling equipment.
4%	172 hotels use renewable energy. 135 hotels are equipped with solar panels for domestic hot water.
13%	39% of hotels use dispensers or eco-friendly packaging for bathroom products. 10% of hotels use eco-labeled bathroom products. 6% of hotels use sustainable bedding products.
3 hotels	18% of hotels use a building management system to control energy consumption. 65% of hotels use energy-efficient lamps for frontage lighting. 25% of hotels recover energy from the ventilation system.
New indicator	Automatic electricity/gas/heating sub-meter tested at 2 hotels. Steam cleaning solutions tested at 15 hotels. Electric vehicle charging station installed in 6 hotels.
49%	36 country organizations have signed the Child Protection Code of Conduct. Nearly 23,500 employees have been trained to fight against child sex tourism. 66 hotels are involved in programs to help marginalized minors reintegrate into society.
51%	34% of hotels serve fair trade products (with the Fairtrade-Max Havelaar label). 9% of hotels serve sustainable products (with the Rainforest Alliance or other recognized label). 350 tonnes of fair trade products are served at hotels in France per year.
68%	82% of hotels ensure proper treatment of wastewater. 95% of hotels train staff on good practices for the environment.
75%	Number of employees who have completed diploma awarding certification courses (indicator under construction). 477 hotels organize host country language classes for employees.
27%	0.9% of Accor employees are disabled (outside the United States).
71	531 hotels organize training to prevent psychosocial risks.
4	Meetings were held with 470 investors during the year to present our management practices. Two of the Board of Directors' annual meetings are dedicated to CSR issues.
25%	25% of franchised hotels meet the standard level defined in the Charter 21.
45%	150 suppliers have been audited by a third party. 64% of European contracts include REACH compliance for chemical products.

GROUP SUSTAINABLE DEVELOPMENT INDICATORS

Water and energy

To improve the management of these inputs, the reporting process was upgraded in 2011 and is now conducted exclusively via OPEN. The new system will deliver more reliable data so that progress can be measured more accurately by taking into account the impact of weather conditions and occupancy rates on changes in consumption. Unless otherwise specified, indicators for water and energy and greenhouse gas emissions, concern hotels in Europe, North America, Latin America and the Caribbean, and the rest of the world (43 countries in Africa and the Middle East, and in Asia-Pacific).

Franchised hotels, hotelF1 and Etap 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. Compliance with reporting processes for water use, energy use and greenhouse gas emissions have been reviewed by Ernst & Young since 2009. Consumption per brand is reported by available room for energy use and by room night for water. It includes all on-site consumption, room consumption and also all input use required to run a hotel, including: cleaning and maintenance of the various areas, restaurant, watering, laundry and swimming pool depending on facilities.

WATER AND ENERGY CONSUMPTION	France		Rest of Europe		North America		Latin America and Caribbean		Asia		Pacific		Africa Middle East		Scope of reporting	
	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	2010	2011
Number of hotels	471	31	677	84	610	12	75	37	41	190	51	85	20	99	2,735	2,483
Number of validated hotels	358	15	590	52	608	12	55	0	18	127	21	21	8	55	2,735	1,940
Energy used (MWh)	448,848	32,352	881,687	145,405	550,043	114,309	74,699	/	19,556	816,715	42,317	58,306	29,472	208,204	5,193,218	3,421,916
Number of validated hotels	358	15	590	52	607	10	31	0	18	127	21	21	8	55	2,735	1,913
Water used (thousands of cu.m)	3,220	198	5,154	722	8,652	573	852	/	228	10,288	360	522	305	2,165	46,868	33,239

WATER AND ENERGY CONSUMPTION BY BRAND	Sofitel	Pullman	MGallery	Novotel	Suite Novotel	Mercure	ibis	ibis Styles	ibis budget	hotelF1	Motel 6/ Studio 6
Energy use (kWh per available room)	87	65	49	45	22	40	21	19	13	11	21
Water use (liters per room night)	906	664	539	321	147	316	174	229	108	123	400

GREENHOUSE GAS EMISSIONS	France		Rest of Europe		North America		Latin America and Caribbean		Asia		Pacific		Africa Middle East		Scope of reporting	
	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	Owned and leased	Managed	2010	2011
Number of hotels	471	31	677	84	610	12	75	37	41	190	51	85	20	99	2,735	2,483
Number of validated hotels	358	15	590	52	608	12	55	0	18	127	21	21	8	55	2,735	1,940
Direct emissions (tonnes of CO ₂ equivalent)	18,217	1,288	58,696	12,551	48,661	10,067	4,848	/	1,974	58,882	2,728	4,753	698	10,719	390,960	234,082
Indirect emissions (tonnes of CO ₂ equivalent)	29,686	2,147	267,186	31,673	162,208	29,884	6,242	/	7,287	355,191	22,749	13,602	11,048	112,533	1,648,585	1,051,438
Total emissions (tonnes of CO ₂ equivalent)	47,904	3,435	325,882	44,224	210,869	39,951	11,090	/	9,262	414,074	25,476	18,355	11,746	123,252	2,039,545	1,285,520

Charter 21

In 2011, the Charter was updated and renamed as part of the new PLANET 21 strategy. While the checklist still contains 65 items, the indicators have been updated and extended to social responsibility issues like the use of fair trade products and the organization of staff training on health and well-being.

Unless otherwise specified, these results concern all Accor hotels worldwide, with the exception of Adagio City Aparthotels. Thalassa sea & spa facilities apply the same Charter actions as their host hotels and their data are consolidated along with those of the hotel. Results are expressed as a percentage comparing the number of hotels implementing a given action to the total number of hotels applying the Charter. Some action points apply only to hotels equipped with special facilities, such as a restaurant or laundry. In this case, the percentage of hotels having implemented these actions is calculated based solely on the total number of hotels concerned (designated "applicable hotels" in the tables).

Some of the actions have been clarified, others have been removed and new ones have been added. New actions for which comparative data are not available are marked NEW in the tables below.

MANAGEMENT										
Raising employee and guest awareness	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		Change at comparable scope of reporting
								2010	2011	
Number of covered and applicable hotels	1,260	916	852	186	246	166	131	3,705	3,757	3,423
Train employees in best environmental practices	92%	96%	99%	92%	90%	96%	94%	90%	95%	+6%
Designate sustainability manager	38%	59%	17%	60%	57%	51%	49%	NEW	42%	N/A
Raise guest awareness of sustainable development issues	86%	92%	94%	94%	92%	86%	90%	86%	90%	+6%
Offer guests the option of reusing their towels	87%	97%	97%	96%	95%	90%	92%	88%	93%	+6%
Risk prevention	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		Change at comparable scope of reporting
								2010	2011	
Number of covered and applicable hotels	1,260	916	852	186	246	166	131	3,705	3,757	3,423
Use CFC-free and PCB-free technical installations	42%	59%	17%	48%	44%	57%	40%	NEW	42%	N/A
Verify that installations containing HCFCs and HFCs are leak-proof	60%	84%	92%	79%	66%	83%	83%	73%	76%	4%
Training	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		
								2011		
Number of covered and applicable hotels	1,260	916	852	186	246	166	131	3,757		
Organize health and well-being training	80%	65%	87%	67%	95%	78%	82%	77%		
Training to fight child sex tourism	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		
								2011		
Number of employees trained	412	3,988	307	5,583	8,929	1,047	3,193	23,459		
Certifications	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		
								2011		
ISO 14001	200	177	0	56	1	2	6	442		
EarthCheck	27	51	0	8	30	17	11	144		
Green Key Eco-Rating (Motel 6/Studio 6)	-	-	707	-	-	-	-	707		

GROUP SUSTAINABLE DEVELOPMENT INDICATORS

ENERGY										
Energy efficiency	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		Change at comparable scope of reporting
								2010	2011	
Number of hotels covered	1,260	916	852	186	246	166	131	3,705	3,757	3,423
Number of applicable hotels	1,260	916	852	186	246	166	131	3,705	3,757	3,423
Monitor and analyze monthly use	87%	97%	97%	98%	98%	92%	95%	91%	94%	2%
Use energy-efficient light bulbs for 24/7 lighting	84%	92%	98%	95%	88%	92%	85%	82%	90%	9%
Insulate pipes containing hot/cold fluids	81%	95%	96%	94%	95%	87%	95%	83%	90%	8%
Monitor the optimum settings on equipment	87%	96%	94%	95%	93%	80%	95%	90%	92%	2%
Use a timer for frontage lighting	80%	83%	33%	66%	86%	87%	81%	NEW	70%	N/A
Use energy-efficient light bulbs in rooms	80%	83%	99%	90%	89%	90%	83%	76%	87%	14%
Use a central light switch in guest rooms	32%	36%	18%	54%	71%	64%	62%	NEW	36%	N/A
Use energy-efficient light bulbs for outdoor signage	35%	45%	95%	58%	73%	60%	56%	NEW	56%	N/A
Use energy-efficient boilers	53%	73%	61%	78%	62%	52%	60%	53%	62%	16%
Recover energy from the ventilation system	21%	47%	6%	13%	43%	10%	34%	NEW	25%	N/A
Use energy-efficient light bulbs for frontage lighting	47%	62%	90%	78%	74%	66%	68%	NEW	65%	N/A
Use a building management system to manage energy consumptions	10%	32%	6%	21%	35%	37%	18%	NEW	18%	N/A
Use speed controllers for fan and pump motors	8%	30%	10%	31%	55%	30%	22%	NEW	19%	N/A
Number of applicable hotels	805	634	833	172	236	145	123	3,048	2,948	-
Use energy-efficient air conditioning cooling equipment	54%	58%	28%	67%	69%	52%	73%	48%	50%	-6%
Equipped with a timer for common area air conditioning	14%	47%	15%	17%	56%	51%	30%	NEW	27%	N/A
Number of applicable hotels	300	371	23	155	175	103	75	1,152	1,202	-
Use energy-efficient minibars	77%	74%	74%	78%	79%	59%	81%	NEW	75%	N/A

WATER										
Reducing water use	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		Change at comparable scope of reporting
								2010	2011	
Number of hotels covered	1,260	916	852	186	246	166	131	3,705	3,757	3,423
Number of applicable hotels	1,260	916	852	186	246	166	131	3,705	3,757	3,423
Monitor and analyze monthly use	87%	97%	96%	96%	97%	87%	95%	91%	93%	2%
Use flow regulators on faucets/shower heads	85%	91%	95%	82%	73%	87%	85%	85%	88%	5%
Monitor the optimum settings on equipment	87%	95%	91%	90%	89%	77%	93%	NEW	90%	N/A
Use sub-meters to improve monitoring	14%	21%	6%	12%	55%	33%	40%	NEW	18%	N/A
Eliminate waste-water cooling systems	51%	68%	8%	60%	51%	46%	57%	NEW	46%	N/A
Use motion sensors for bathroom faucets	15%	25%	5%	25%	34%	14%	11%	NEW	17%	N/A
Use dual flush toilets	33%	51%	7%	31%	53%	84%	47%	NEW	36%	N/A
Recover rainwater for gardens watering and toilet flushing	2%	3%	2%	4%	19%	17%	2%	NEW	4%	N/A
Use a water-efficient laundry service	22%	44%	28%	53%	50%	51%	40%	67%	34%	40%
Number of applicable hotels	871	539	709	148	193	100	108	2,818	2,668	-
Use selective grounds watering methods	60%	72%	97%	84%	64%	82%	73%	75%	75%	-5%
Water pollution	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		Change at comparable scope of reporting
								2010	2011	
Number of covered and applicable hotels	1,260	916	852	186	246	166	131	3,705	3,757	3,423
Ensure proper wastewater treatment	77%	85%	88%	82%	80%	73%	74%	64%	82%	28%
Recycle grey water	3%	5%	2%	13%	31%	9%	13%	5%	6%	36%

GROUP SUSTAINABLE DEVELOPMENT INDICATORS

WASTE										
Waste resource recovery	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		Change at comparable scope of reporting
								2010	2011	
Number of hotels covered	1,260	916	852	186	246	166	131	3,705	3,757	3,423
Sort and recycle paper/cardboard	66%	92%	51%	91%	94%	86%	65%	72%	73%	-2%
Sort and recycle glass bottles and packaging	73%	95%	40%	88%	87%	83%	67%	68%	73%	6%
Recycle plastic packaging	56%	84%	41%	90%	85%	67%	67%	55%	64%	15%
Recycle metal packaging	40%	70%	47%	87%	82%	58%	55%	53%	55%	4%
Offer guests waste sorting opportunities	14%	31%	7%	59%	44%	34%	18%	NEW	22%	N/A
Number of applicable hotels	510	569	22	168	238	135	105	-	1,747	-
Sort and recycle organic waste from restaurants	29%	59%	45%	35%	65%	29%	24%	34%	44%	29%
Number of applicable hotels	871	539	709	148	193	100	108	-	2,668	-
Sort and recycle green waste from gardens	45%	55%	24%	33%	58%	72%	40%	51%	42%	-22%
Number of applicable hotels	510	569	22	168	238	135	105	1,703	1,747	-
Collect and treat cooking oil	95%	96%	86%	90%	72%	95%	85%	87%	91%	4%
Collect and treat edible fats	95%	89%	82%	80%	63%	76%	78%	90%	85%	-4%
Management of hazardous industrial waste	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		Change at comparable scope of reporting
								2010	2011	
Number of covered & applicable hotels	1,260	916	852	186	246	166	131	3,705	3,757	3,423
Sort and dispose of batteries	94%	96%	94%	90%	78%	73%	48%	88%	91%	4%
Sort and dispose of fluorescent bulbs and tubes	95%	98%	91%	90%	74%	70%	49%	80%	91%	10%
Recycle electric and electronic equipment	79%	88%	20%	75%	72%	46%	26%	56%	64%	14%
Sort and recycle ink cartridges	93%	98%	97%	76%	85%	86%	55%	92%	92%	0,4%

PRODUCTS

Nutritional balance	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting	
								2011	
Number of hotels covered	1,260	916	852	186	246	166	131	3,757	
Number of applicable hotels	510	569	22	168	238	135	105	1,747	
Offer balanced dishes in the restaurant	62%	60%	95%	50%	76%	72%	51%	62%	

Reducing waste volumes at source	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		Change at comparable scope of reporting
								2010	2011	
Number of covered and applicable hotels	1,260	916	852	186	246	166	131	-	3,757	3,423
Use eco-designed dispensers or packaging for bathroom products	36%	57%	13%	48%	65%	39%	45%	NEW	39%	N/A

Biodiversity	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting		Change at comparable scope of reporting
								2010	2011	
Number of hotels covered	1,260	916	852	186	246	166	131	3,705	3,757	3,423
Number of applicable hotels	510	569	22	168	238	135	105	-	1,747	-
Ban endangered seafood species from restaurant menus	65%	69%	64%	66%	72%	70%	64%	NEW	68%	N/A
Number of applicable hotels	871	539	709	148	193	100	108	-	2,668	-
Choose plants suitable to the local environment	65%	80%	96%	97%	90%	93%	94%	75%	82%	5%
Use eco-friendly gardening products	51%	82%	12%	78%	78%	87%	79%	NEW	53%	N/A

Local food products	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting	
								2011	
Number of hotels covered	1,260	916	852	186	246	166	131	3,757	
Number of applicable hotels	510	569	22	168	238	135	105	1,747	
Purchase and promote local food products	36%	45%	77%	45%	79%	70%	67%	51%	

Fair trade and sustainable agriculture	France	Rest of Europe	North America	Latin America and Caribbean	Asia	Pacific	Africa Middle East	Scope of reporting	
								2011	
Number of hotels covered	1,260	916	852	186	246	166	131	3,757	
Number of applicable hotels	1,260	782	852	0	8	158	27	3,085	
Serve fair trade products	73%	18%	0%	N/A	0%	0%	0%	34%	
Number of applicable hotels	1,260	916	852	186	246	166	131	3,757	
Serve sustainable products	3%	22%	2%	9%	19%	5%	17%	9%	

HUMAN RESOURCE INDICATORS

The men and women of Accor, in France

Consolidated Corporate Report – France

In compliance with French legislation, this Report consolidates data from the 2011 corporate reports prepared by French subsidiaries that are at least 50%-owned and that have at least 300 employees. The 2011 Report includes data for Lenôtre at 30 September 2011, the date on which the Accor Group sold the company. In all, the Report covers 77% of Accor employees in France. This same scope has been used for most of the indicators shown below. The Report concerns 15,001 employees in service at December 31, 2011, irrespective of the type of employment contract.

NUMBER OF EMPLOYEES	December 31, 2010	December 31, 2011
Total number of employees ⁽¹⁾	16,044	15,001
Percentage of women	56.4%	56.2%
Percentage of men	43.6%	43.8%
Average monthly number of employees	16,911	16,154
Number of full-time employees under permanent contracts	9,764	9,277
Number of part-time employees under permanent contracts	4,654	3,165
Number of employees under fixed-term contracts	1,626	1,406
Number of non-French employees working in France ⁽²⁾ As a % of total employees	2,032 12.7%	1,829 12.2%

(1) All employees in service at December 31, regardless of type of work contract.

(2) Number of non-French employees working in France.

HIRING	December 31, 2010	December 31, 2011
Number of persons hired under permanent contracts	3,001	2,520
Percentage of women	49.6%	49%
Percentage of men	50.4%	51%
Number of persons hired under fixed-term contracts	8,936	8,348
Number of people under 25 hired	5,974	5,403

ABSENTEEISM RATE ⁽¹⁾ – BY CAUSE	December 31, 2010	December 31, 2011
Sick leave	6.2%	6.2%
Workplace and commuting accidents	1.4%	1.3%
Maternity, paternity and adoption leave	0.3%	1.8%
Paid leave for family reasons	0.4%	0.5%
Unpaid leave (unpaid vacation, parental leave)	3.2%	2.8%
Total	11.5%	11.0%

(1) Number of days of absence divided by number of theoretical working days.

COMPENSATION	December 31, 2010	December 31, 2011
2010 discretionary profit-shares paid in 2011		
Number of beneficiaries ⁽¹⁾	18,804	22,781
Average gross amount per beneficiary (in €)	895.78	928
2010 non-discretionary profit-shares paid in 2011		
Special employee profit-sharing reserve, net (in € millions)	6	7
Number of beneficiaries ⁽¹⁾	27,862	24,749
Average net amount per beneficiary (in €)	209	278

(1) Among employees who worked at least three months in the year.

HEALTH AND SAFETY CONDITIONS	December 31, 2010	December 31, 2011
Number of meetings of Health, Safety and Working Conditions Committees	567	520
Number of employees receiving onsite safety training	5,179	4,883

EMPLOYEE RELATIONS	December 31, 2010	December 31, 2011
Collective agreements signed in 2011	28	68
Total hours used for employee delegate activities	80,738	79,824
Number of meetings with employee representatives	1,683	1,621

EMPLOYEE BENEFITS	December 31, 2010	December 31, 2011
Solidarity Fund	In 1994, a solidarity fund was set up in France to provide administrative or financial assistance to employees faced with major financial or family-related difficulties that they cannot overcome alone.	
Works Council benefits budget (in millions of euros)	2	2

HUMAN RESOURCE INDICATORS

The men and women of Accor, worldwide

At December 31, 2011, more than 180,000 employees worked in Accor brand hotels.

Accor has 144,893 employees, according to the reported human resources data. Depending on Accor's degree of responsibility in their management, these include 68,243 employees in owned and leased hotels and 76,650 employees in managed hotels.

The total workforce of 180,000 is an approximation that includes, in addition, the estimated number of employees in franchised hotels. Full-scope data take into account owned, leased and managed hotels, for which the indicators are reported below.

Units in which Accor holds an interest but is not responsible for managing teams as well as hotels operated under franchise agreements are not included.

The report covers all full and part-time employees, irrespective of the number of hours spent on site (excluding contingent workers, interns and temporary workers). Workforce indicators are based on the average number of employees in owned, leased and managed hotels for the year.

EMPLOYEES OF MANAGED BUSINESSES AT DECEMBER 31, 2010	France	Rest of Europe	North America	Latin America and Caribbean	Rest of the world	Total 2011	Total 2010
HOTELS	18,384	26,992	17,818	10,695	69,851	143,740	141,604
Upscale and Midscale Hotels	12,283	20,563	3,522	7,620	62,185	106,173	104,363
Economy Hotels	6,101	6,429	-	3,075	7,666	23,271	22,390
US Economy Hotels	-	-	14,296	-	-	14,296	14,851
Other businesses	1,153	-	-	-	-	1,153	2,335
Restaurants	-	-	-	-	-	-	1,200
Other	1,153	-	-	-	-	1,153	1,135
TOTAL	19,537	26,992	17,818	10,695	69,851	144,893	143,939

HUMAN RESOURCES INDICATORS BY REGION AT DECEMBER 31, 2011		France	Rest of Europe	North America	Latin America and Caribbean	Rest of the world	Total 2011	Total 2010
Number of employees		19,537	26,992	17,818	10,695	69,851	144,893	143,939
% women		57%	56%	69%	51%	40%	50%	50%
% men		43%	44%	31%	49%	60%	50%	50%
% under permanent contract		87%	81%	100%	91%	65%	77%	78%
% women		56%	56%	69%	52%	39%	51%	51%
% men		44%	44%	31%	48%	61%	49%	49%
Employees by age								
Under 25		15%	21%	18%	22%	22%	20%	20%
25 to 34 years		33%	36%	28%	42%	40%	37%	37%
35 to 44 years		26%	21%	23%	24%	24%	24%	24%
45 to 54 years		19%	15%	20%	10%	11%	14%	14%
Over 55 years		7%	7%	11%	2%	3%	5%	5%
Employees by seniority								
Under 6 months		14%	10%	28%	20%	18%	17%	17%
6 months to 2 years		16%	25%	26%	33%	32%	28%	28%
2 to 5 years		20%	25%	22%	26%	25%	24%	24%
5 to 10 years		21%	18%	13%	14%	11%	14%	14%
Over 10 years		30%	22%	11%	7%	14%	17%	17%
% of total workforce ⁽¹⁾		25%	17%	6%	11%	22%	19%	18%
Management								
% women		47%	48%	53%	49%	39%	43%	43%
% men		53%	52%	47%	51%	61%	57%	57%
Managers by age								
Under 25		2%	3%	3%	3%	6%	5%	5%
25 to 34 years		33%	35%	24%	47%	43%	39%	38%
35 to 44 years		35%	34%	30%	32%	33%	33%	34%
45 to 54 years		23%	20%	29%	14%	14%	18%	18%
Over 55 years		7%	8%	14%	4%	3%	5%	5%
Training								
Number of days of training		32,246	49,218	12,747	37,961	302,920	435,092	341,304
Number of days of training for managers		14,365	14,630	4,596	6,976	80,096	120,663	97,111
Number of days of training for non-managers		17,881	34,588	8,151	30,985	222,824	314,429	244,193
Number of employees having attended at least one training course		10,314	21,579	6,130	11,502	94,412	143,937	110,183
Number of managers having attended at least one training course		3,310	4,128	1,539	1,425	21,164	31,566	24,603
Number of non-managers having attended at least one training course		7,004	17,451	4,591	10,077	73,248	112,371	85,580
Average number of days of training ⁽²⁾		1.7	1.8	0.7	3.5	4.3	3.0	2.4
Occupational accidents								
Lost-time incident frequency rate (LTIF) ⁽³⁾		-	-	-	-	-	14.5	13.6
Number of fatal accidents in the workplace		-	-	-	-	2	2	2
Number of fatal accidents commuting		-	-	-	-	7	7	7

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

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

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

Additional information on Accor's action related to the UN Global Compact



Additional information on Accor's action on the Global Compact's Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

ACCOR'S ETHICAL COMMITMENT FRAMEWORK

In July 2009, Accor launched the "Accor Management Ethics" guide, which replaces the booklet "The Manager's Benchmarks. Together ever more responsible" launched in September 2003.

The "Accor Management Ethics" guide is organized around three points:

1. Smiling at employees - Our management principles;
2. Business ethics, company property and respect for people - Respect for laws and a policy of integrity
3. Society and the environment - Our responsibility and commitments.

The Accor Management Ethics Guide was distributed to all managers in 2009. Managers have also been supplied with a meeting guide to help all the managers present the Accor Management Ethics Guide to their direct team, introduce each theme in the Guide with the goal of promoting discussion among participants, deepening their understanding, eliciting questions and winning their full support. The Accor Management Ethics Guide is currently being redrafted.

ACCOR'S SPECIFIC COMMITMENT AGAINST CORRUPTION AND BRIBERY

The anti-corruption and bribery topic is thoroughly presented in the Accor Management Ethics Guide, which was introduced in 2009 and spread to all Group managers since then. In particular:

- ▶ Accor is committed to complying strictly with competition laws in all its host countries and is fully aware that the risks are greater if there are fewer competitors.
- ▶ 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.
- ▶ Accor pledges to take all reasonable measures to ensure that its employees do not engage in any unlawful conduct including the use of bribes with regard to both its purchasing and sales procedures.
- ▶ Accor pledges to be extremely attentive to funds flows that could be of criminal origin.

PREVENTION OF CONFLICTS OF INTERESTS

In 2010, the Board of Directors' Code of Conduct was amended to prohibit directors from participating, directly or indirectly, in the sale of any of the Group's hotel assets for any amount whatsoever:

"Directors shall refrain from participating, directly or indirectly, in any transaction of any amount with a Group Company involving the sale by said company of one or several hotel assets."

This principle was extended to approximately 400 managers of the Group. Moreover, any project for selling hotel assets to former employees needs to be reviewed and authorized by the Executive Committee prior to implementation.

Additional information on Accor's action related to the UN Global Compact



A COMMITMENT EXTENDED TO CONTRACTORS

Accor created its Sustainable Procurement Charter in 2003, now named "Procurement Charter 21". In 2010, this Charter was reinforced and updated to make our expectations clearer towards our suppliers:

1. Comply with the Procurement Charter 21;
2. Ensure that their own suppliers and sub-contractors fulfill these same criteria;
3. Participate in Accor's evaluation process;
4. Authorize Accor and/or external providers commissioned by Accor to conduct sustainable development audits and implement any necessary action plans.

The new version of the Procurement Charter 21 details even further Accor's expectations towards its suppliers regarding the compliance to international regulations and standards, in particular the Universal Declaration of Human Rights, ILO Convention, the compliance of principles related to the respect of individuals and the protection of the environment, and to the UN Global Compact which Accor signed in 2003.

The Procurement Charter 21 specifies that « the failure to comply with one of these principles can justify the termination of the commercial relationship ». The Procurement Charter 21 is included in international and nationwide contracts.