

Why choose Accor: compensation and benefits package



To meet the expectations of our employees all over the world, Accor has defined a worldwide compensation policy which is adapted according to the specifics of each country.

An attractive employer...

Accor is conscious of the **value of our employees**, and does their utmost to provide an **attractive compensation package**, recognising skills and performance while respecting principles of equity and non discrimination.

To ensure the **competitiveness** of these compensation packages, surveys are carried out regularly on local job markets by specialised companies.

A personalised and motivating compensation packages for managers

Starting with first level of management, the **compensation package** includes a **variable incentive** which is linked to their performance. This bonus depends on the achievement of personal and collective objectives and their contribution to the success of the Group. **Individualised pay rises** reward **skills and experience**.

... associating employees with the Group's success...

Each employee participates in the creation of value through specific actions adapted to each country, associating teams with the Group's development. (*)

Since 2000, Accor has implemented (in almost 30 countries whose law permits it) a system of employee shareholding called "Accor in Actions", a motivating formula which regularly enables Group employees to purchase Accor shares on preferential terms and conditions.

At the end of 2008, this system had enabled 22,408 employees to become Group shareholders.

(*) In Brazil, Accor is the only hotel operator that enables employees to share in the Company's results.

(*) In France, Accor has an active, innovative and constantly evolving employee savings policy through its Savings Plan and Profit Sharing Plan. These programmes are designed to particularly benefit to those employees with the lowest salaries.

BERNACHES



The Accor Group **values employees' work and implication** in the Group; every year a **worldwide programme of employee recognition** rewards and pays tribute to employees who have best represented the Group's spirit and values, through their exemplary behaviour and actions. The Bernaches, Accor's symbol, are awarded to employees whose work, actions and commitment have embodied Respect, Innovation, Performance, Trust or the Spirit of conquest.

Accor also makes the most of employee ideas with the **worldwide participative innovation programme** – Innovaccor – through which employees make suggestions for improvements in their work.

Employee recognition programmes exist in the different countries with various rewards adapted to the needs of the employees.

An attentive employer...

Accor also pays particular attention to the health, security and well being of our employees and their families. (*) In this area, depending on the local employee welfare systems, the country and the local job market, wherever necessary, the Group implements healthcare, personal insurance and retirement programmes to help employees protect their future.

(*) At Accor Services Brazil the "Accor Mother to be" programme gives expecting mothers better social benefits than those intended by the law. Amongst other advantages, they can have more flexible working hours and extra support from the teams.

(*) In Africa, all of the hotels have committed to offer a range of services including part payment of medical costs. Over 17 African countries already provide medical cover (intermediate care, maternity, hospitalisation...) for their employees. Pensions are also being developed, most notably with certain countries (Egypt for example) paying a sum to the family in case of the death of an employee.

(*) 81% of Accor employees consider that the Group looks after their health and security (opinion survey carried out among over 50,000 employees).

...giving access to numerous advantages

To improve the quality of life and optimise the working conditions of our employees, Accor offers **advantages adapted to their needs**, depending on the country. If you work for the Accor Group, innovative and attractive services developed by Accor Services, such as the concierge service 'Bien être à la carte', ticket restaurant meal vouchers or ticket compliment are available to employees to help them find the **balance between their professional and private lives**. The Accor Group believes in these programmes which facilitate the employees' daily life. [examples outside France?]

Some countries have won the "**Best Places to Work**" award: the United Kingdom, Brazil, the Netherlands, Argentina and Portugal.



At the end of the first year with Accor, whatever the job, country or activity, employees receive the "**carte Bienvenue**", a symbol of belonging to the Group. The employee can then benefit from special rates in all Group establishments and special offers from our partners.