

Stakeholders	Objectives	Accor performance indicators
SHAREHOLDERS	Ensure compliance with the corporate governance principles for listed companies, as described in the Afep-Medef reports on corporate governance.	Assessment of directors' independence / Specialized committees within the Board of Directors / Operating procedures determined by the Company bylaws, internal rules and Directors charter/ Fixed compensation for directors and variable portion (50% of fees) based on attendance at meetings.
	Ensure the transparency of financial and strategic information about the company provided to financial markets.	Regular information tailored to each category of shareholder/specifier: number of people met. A working group on individual shareholder relations comprised of 15 members of the Shareholders Club.
CUSTOMERS	Satisfy customers' needs and requests.	Number of establishments controlled by brand audits. Number of establishments in which satisfaction surveys have been conducted.
	Guarantee superior service.	Number of ISO 9001-certified hotels and Accor Services units.
	Ensure customer safety and security.	Number of hotel general managers who have taken part in safety/security/crisis management training programs.
		Crisis management system aligned at corporate level.
		Processes to ensure the security of vouchers issued by Accor Services. Secure transaction systems for Accor Services cards.
	Promote good health through wholesome, balanced diets.	Number of restaurants participating in a healthy, balanced nutrition program. Numbers of countries involved in Accor Services' Nutritional Balance program.
		Build customer awareness of AIDS and malaria prevention.
EMPLOYEES	Promote diversity in employee profiles and career paths and ensure equal opportunity.	Gender parity in the workforce.
		Average salaries of men and women with the same responsibilities.
		Percentage of disabled employees.
	Provide compensation in line with local practices.	Salary policy prepared by country, taking into account changes in the local market and inflation. Group-wide policy to set variable and fixed portion of bonuses by level of responsibility.
	Improve employee training programs.	Number of days of training. Training budget as a % of total payroll.
	Promote job mobility.	Number of employees who have had an annual appraisal. Number of employees who changed their business and/or region.
	Promote social dialogue.	Monitoring by employee representatives.
Ensure employee health and safety.	Work-related accident frequency rate.	
	AIDS prevention training program.	

MANAGING THE SUSTAINABLE DEVELOPMENT PROCESS

2008 results and highlights	Commitments* for 2010
Assessment of the Board of Directors' operating procedures and implementation of improvement actions. The Board met eight times, with an 80% attendance rate. The five specialized committees met 18 times, with a 70% attendance rate.	Commitment made for 2010 in 2006 and already met: assessment of the Board of Directors' operating procedures. New objective for 2010: continue deploying actions to improve operating procedures, notably by creating a new, leaner Board of Directors and three specialized committees, replacing the five existing committees.
In 2008, meetings were held with 771 representatives of 367 financial institutions, and 16 roadshows and 5 conferences were organized in Europe, the United States and Canada. Organization of an Investor Day in Brazil: attended by 35 international analysts and investors. Contact with over 900 individual shareholders through meetings, tours and trade shows. Two meetings with the working group on shareholder relations.	Deepen relationships with individual and institutional shareholders through more instructive content and greater responsiveness.
In 2008, nearly the entire hotel network (Formule 1, Etap Hotel, All seasons, Ibis, Mercure and Novotel) in Europe and Africa was covered by audits.	Pursue the brand audit program to ensure service quality in all chains.
Guest Satisfaction Survey permanently posted online for operations managers and brands. Survey deployed in 2008 in North America (Novotel, Sofitel and Motel 6 as a pilot project), Asia Pacific (Ibis except in China, All seasons, Mercure, Novotel and Sofitel) and in South America (Ibis in Mexico and Sofitel).	Deploy satisfaction surveys in all hotels worldwide.
692 hotels certified, 85% of the network. 25% of Accor Services units ISO 9001-certified.	Certification for all Ibis hotels in Europe, Morocco and Brazil and deployment in new countries.
400 hotel general managers trained in France. 130 hotel general managers trained in Middle East/Africa. Publication of a guide advising business travelers on how to protect themselves.	Ongoing deployment of safety/security/crisis management training programs. Introduction of a safety/crisis management module for managers with the Accor Academy.
Creation of crisis management teams within Group units. Training for crisis team members/ crisis simulation drills. 35 presentations in French, 18 in English. Management committees for the Group's regions/businesses. Meetings for hotel general managers. Meetings for department heads.	Manage sensitive situations and crises, organize training programs and regular drills for teams with decision-making responsibility at all levels.
Use security inks for vouchers issued in Europe.	Prepare a security review to stay informed about new technologies.
Prepare a self-evaluation guide with a section on security for countries that produce cards.	Consolidate evaluations country by country and obtain Payment Card Industry Data Security Standard certification for the prepaid card management platform.
Ibis has deployed the Nutritional Balance program in France and Spain. Novotel: Fitness & Balance program introduced in France, Italy, the United Kingdom and Australia; Balance option in children's menus deployed in 35 countries.	Continue to deploy a balanced nutrition offering in new countries and new hotel brands.
12 countries involved in the Nutritional Balance program, including one new country in 2008: Spain. Accor Services is rolling out the FOOD project over two years in six European countries to promote balanced nutrition.	In the long run, all countries that market food and restaurant vouchers and cards will support this balanced nutrition offering.
Deployment of two films on preventing AIDS and malaria. Installation of condom distributors for customers in Accor hotels.	Pursue AIDS and malaria prevention initiatives.
2008: 49% women, of whom 45% managers.	Renew and extend the compensation studies.
In 2008, studies were carried out in hotels in France to compare differences in men's and women's compensation.	Take action to reduce differences as necessary.
2008: 3.47% / 2007: 3.53%.	Sign a new Group-level agreement for the period 2009-2011.
Compensation studies conducted by skills cluster, business or region in several countries. Salaries raised in 2008 in line with forecast inflation and forecast increases necessary for Accor to remain wage competitive in a given country in a given market. In 2008, the Group's bonus policy was reviewed and circulated for application.	Systematically conduct compensation surveys and continue to develop an overall compensation policy.
2008: 336,382 days / 2007: 333,529 days. 2008 training rate: 2.0%.	One training session per person per year.
2007-2008: 73% / 2006-2007: 70%.	One personal assessment per person per year.
2008 and 2007: roughly 20,000 employees. A mobility team was set up in 2007 to advise and orient employees looking to acquire international experience.	Continue to promote international career opportunities.
June 2007-July 2008: 32 collective agreements / June 2006-June 2007: 50.	Maintain constructive discussions with employee representatives.
2008: 18.1 / 2007: 19.3.	Pursue actions to reduce work-related accidents and occupational diseases.
Distribution of the ACT-HIV program and implementation of national action plans in 27 countries. Accor Hospitality and Accor Services teams in 29 countries were involved in World AIDS Day.	Distribute the ACT-HIV DVD in all hotels and all Accor Services units, to help combat AIDS.

* Through these commitments, Accor applies the 10 principles of the United Nations Global Compact.

Stakeholders	Objectives	Accor performance indicators
EMPLOYEES	Ensure employee health and safety.	Employee social coverage in line with local practice.
	Improve employee recognition and satisfaction.	Number of employees who took part in in-house opinion surveys.
		Number of units that have received a “Best Place to Work” award or its equivalent.
SUPPLIERS/ AFFILIATES	Take into account supplier-related social and environmental risks.	All certified suppliers comply with the Sustainable Procurement Charter in France (three levels of compliance).
	Raise affiliate and supplier awareness of sustainable development practices and provide support in integrating those practices into their operations.	Number of programs deployed with suppliers, affiliates and service providers.
ENVIRONMENT	Deploy the Environment Charter.	Number of hotels that apply the Accor Hotels Environment charter.
		Number of headquarters and offices that apply the Offices Environment Charter.
	Pursue environmental certification initiatives.	Number of certified establishments.
	Integrate eco-design criteria into product development.	Number of products integrating eco-design criteria.
	Manage water use.	Percentage reduction in water consumption.
		Percentage of owned and leased hotels equipped with flow regulators.
	Manage energy use.	Percentage reduction in energy consumption.
		Percentage of owned and leased hotels equipped with energy-efficient lamps.
	Promote the use of renewable energy sources.	Number of hotels equipped with solar captors.
	Manage waste.	Percentage of hotels that recycle waste.
Develop green purchasing.	Number of hotels serving organic products.	
	Number of hotels purchasing eco-labeled products.	
Protect biodiversity.	Percentage of hotels and Accor Services units involved in local environmental-protection or tree-planting initiatives.	
LOCAL COMMUNITIES	Support local economic and social development.	Number of trees financed during the year for the Plant for the Planet project, which supports local development through reforestation.
		Number of local economic and social projects supported by the Group.
		Number of countries serving fair trade products in hotels.
		Number of fair trade projects supported through the Accor Services offering.
	Lead the fight against sexual tourism involving children.	Number of countries that have signed the ECPAT Code of Conduct.
	Identify risks of local corruption.	System for informing and training employees in ethical business practices.
	Develop and structure solidarity initiatives.	Number of projects pursued with recognized local NGOs and degree of employee involvement in aiding the disadvantaged.

2008 results and highlights	Commitments* for 2010
Egypt: medical and insurance coverage is provided to all hotel employees. United Arab Emirates: medical coverage is provided to employees in certain hotels. Asia: insurance and medical coverage is provided to all head office employees and recently began to be offered to hotel employees.	Deepen understanding of the local social safety net and continue to deploy medical coverage and benefits in the event of death or disability. Provide coverage for all employees.
In 2007-2008, nearly 116,000 employees took part in an internal opinion survey organized in their unit and coordinated at corporate level. 2007-2008: 87% of people surveyed said they were proud to work for Accor / 2006-2007: 87%	All employees are surveyed in their unit at least once every two years.
In 2008, 13% of Accor Services units have received a "Best Place to Work" award or its equivalent.	Encourage initiatives designed to obtain certification for human resources practices.
Accor continued to integrate the Sustainable Procurement charter in bids for contracts.	Determine operational priorities for applying the Sustainable Procurement Development Charter.
In 2008, 15 priority purchasing channels were identified in which to integrate sustainable development criteria.	Set up a program with at least one network of affiliates or service providers in 20 countries.
3,486 hotels apply the Environment Charter (versus 3,292 in 2006), including 96% of owned and leased hotels. Certain Environment Charter actions verified through quality audits.	Apply the Environment charter in all owned and leased hotels. Launch an independent data control process.
Introduced the Offices Environment charter.	Apply the Environment Charter in headquarters and offices of all Accor units.
255 hotels, 21 CWL sites and 2 Accor Services sites ISO 14001-certified. 30 hotels Green Globe-certified. 11 HAC Green Key Eco-Rating-certified. 8% of Accor establishments are certified.	Obtain environmental certification in 20% of Accor hotels and Accor Services units.
New eco-designed Novotel and Ibis bathroom products, which have been awarded Europe's ecolabel. Environmental criteria included in the design of the new Etap Hotel room and in the choice of tableware used by CWL on trains in France.	Integrate environmental criteria in the choice of hotel products (bath items, room construction materials, etc.).
Accor Services Brazil now prints Ticket Restaurant vouchers on recycled paper.	Prepare an environmental balance sheet comparing paper vouchers and electronic cards, to be included in Accor Services' offerings.
Consumption reduced by 0.6% per room in owned and leased hotels at comparable scope of reporting, compared with 2006.	Commitment made in 2006: reduce consumption by 10% per occupied room in owned and leased hotels. This objective will be revised in 2009.
87% of owned and leased hotels.	Equip all owned and leased hotels.
Consumption reduced by 3.6% per room in owned and leased hotels at comparable scope of reporting, compared with 2006.	Reduce consumption by 10% per room in owned and leased hotels.
80% of owned and leased hotels.	Equip all owned and leased hotels.
67 hotels equipped (compared with 47 in 2007 and 41 in 2006).	Increase the number of hotels equipped by a factor of five, to 200.
62% of owned and leased hotels recycle paper, cardboard and glass. 87% of owned and leased hotels process batteries and compact fluorescent bulbs and light bulbs.	Commitment made for 2010 in 2006 and already met: recycle paper, cardboard and glass in 60% of owned and leased hotels. New objective for 2010: recycle paper, cardboard and glass in 70% of owned and leased hotels. 95% of owned and leased hotels process batteries and compact fluorescent tubes and light bulbs.
679 hotels serve organic products, compared with 456 in 2006.	Increase the number of hotels serving organic products.
Nearly 1,500 hotels offer eco-labeled products.	Increase the number of hotels offering eco-labeled products.
75% of hotels are involved in local environmental-protection or tree-planting initiatives. 10% of Accor Services units planted trees on Earth Guest day.	All hotels to take part in environmental-protection or tree-planting initiatives. 10 Accor Services units to take part in environmental-protection or tree-planting initiatives.
Pilot phase successfully completed in 50 hotels. 50,000 trees to be planted in 2009 thanks to cost-savings generated in 2008.	2012 objective: finance the planting of 3 million trees.
Support for two micro-finance projects with PlaNet Finance in Morocco. With Agrisud in Cambodia, ongoing farm project launched in 2004 in Siem Reap and start-up of a new project in Phnom Penh. Bien-Être à la Carte awarded PREDICI label for certifying 80% local suppliers from the Paris region.	Support local development actions in new countries.
2008: 17 countries serve fair trade products, the same as in 2007.	Extend support for fair trade to new countries.
In Austria, Accor Services affiliated the Weltläden chain of fair trade shops in its Ticket Compliment Universal gift voucher network.	Support fair trade through Accor Services products.
Two new signatory countries (Austria and Hungary) for the Code of Conduct drafted by ECPAT and the World Tourism Organization. Overall, Accor has signed in 38 countries.	Formalize our commitment in all host countries in Africa. Extend the process in Europe. Strengthen in-house training through Accor Academy's "Accor Manager" program.
Finalization of the in-house guide for combating corruption and preparations for its deployment.	Deploy the guide for combating corruption to raise awareness and train employees in business ethics within each skills cluster, business or region.
Creation of the Accor Corporate Foundation. 28 Accor Hospitality and 26 Accor Services head offices took part in Caring Collection day events alongside local partners.	Pursue and develop initiatives to support health care and local culture.

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