



SUSTAINABLE DEVELOPMENT 2009/2010



2009 KEY FIGURES



150,000
EMPLOYEES

IN
90
COUNTRIES

4,100
HOTELS

NEARLY
500,000
ROOMS



33 000
SERVICES USERS

IN
40
COUNTRIES

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MESSAGE FROM GILLES PÉLISSON

CHAIRMAN AND CHIEF EXECUTIVE OFFICER



At Accor, we believe that growth and development should always represent an opportunity and never a danger for our employees, customers, host countries and the environment.

To ensure that the major challenges of sustainable development are firmly anchored in our corporate strategy, we set up a dedicated organization and a structured program called Earth Guest. Through the program's eight priority actions, Accor is involved in two key areas of corporate responsibility: society and the environment.

By increasing their awareness and acquiring new on-the-job practices, our employees have played a pioneering role in expressing our sustainable development commitment. In recent years, we've also worked closely with suppliers to win their support for our corporate responsibility projects.

Accor's brands and businesses are increasingly integrating sustainable development concerns into their products and services. The Ibis network, for example, embarked on an ISO 14001 environmental accreditation process in 2004 and Novotel announced it was pursuing Green Globe environmental certification in 2007.

Today, our customers are joining us in this endeavor. That's the rationale behind our Plant for the Planet project. By encouraging customers to embrace practices that are not only more environmentally friendly but also more cost-effective, Accor intends to finance the planting of three million trees by year-end 2012, while supporting economic growth in local communities.

Every day, accor strives to achieve its sustainable development goals, mobilizing its 150,000 employees, millions of customers, and thousands of suppliers and partners to protect the planet and the well-being of its inhabitants.



THE EIGHT PRIORITIES OF THE EARTH GUEST PROGRAM

THROUGH ITS EARTH GUEST POLICY FOUNDED ON 8 PRIORITIES, ACCOR IS COMMITTED TO GROWING THE WELL-BEING OF THE EARTH'S PEOPLE (EGO PROJECT) AND TO PRESERVING THE PLANET'S RESOURCES (ECO PROJECT).

EGO PROJECT

- 1. CONTRIBUTING TO LOCAL DEVELOPMENT**
Support the economic development of host communities through long-term partnerships and promote fair trade.
- 2. PROTECTING CHILDREN**
Train employees and inform customers about the fight against child sex tourism.
- 3. FIGHTING AGAINST EPIDEMICS**
Deploy preventive measures and combat major epidemics, in particular HIV/AIDS and malaria.
- 4. PROMOTING BALANCED FOOD**
Provide customers with a more balanced food selection and combat obesity.

ECO PROJECT

- 5. MANAGING ENERGY CONSUMPTION**
Improve energy efficiency and reduce consumption through tight management while promoting the use of renewable energy sources.
- 6. CONSERVING WATER**
Reduce water consumption, recycle wastewater and reduce emissions. Raise awareness among employees and customers.
- 7. PRODUCING LESS WASTE**
Recycle more and better, and limit the amounts of waste produced.
- 8. PROTECTING BIODIVERSITY**
Introduce sourcing and management practices for green areas that respect biodiversity. Raise awareness among customers and employees, in partnership with associations.



**EARTH
GUEST**



**TOMORROW'S
VALUE™ RATING**

AWARDS

- In 2009, Accor received a World Savers sustainable development award from the prestigious Condé Nast Traveler magazine in recognition of its anti HIV/AIDS policy.
- In late 2009, Accor was designated by Tomorrow's Value Rating as the sustainability leader among the ten world's largest hotel groups.

EGO PROJECT

SUPPORTING HUMAN WELL-BEING

———— THE FOUNDATION OF ACCOR'S SUSTAINABLE DEVELOPMENT COMMITMENT, THE EARTH GUEST PROGRAM IS ORGANIZED AROUND TWO BROAD-BASED PROJECTS AND EIGHT KEY PRIORITIES. THE EGO PROJECT COVERS INITIATIVES DESIGNED TO SUPPORT LOCAL DEVELOPMENT, PROTECT CHILDREN, LEAD THE FIGHT AGAINST EPIDEMICS AND PROMOTE BALANCED NUTRITION, FOR THE BENEFIT OF ACCOR'S EMPLOYEES, CUSTOMERS AND HOST COMMUNITIES.

CONTRIBUTING TO LOCAL DEVELOPMENT

Accor works alongside non-governmental organizations to assist local producers:

- **Partnership with Agrisud:** In Cambodia, Accor has worked since 2004 with Agrisud, a non-governmental organization, to support 180 small truck farms in the Siem Reap and Phnom Penh regions. In 2009, some 215 tonnes of farm produce was harvested of which 5% to 7% was purchased by the Sofitel Angkor Phokeethra Golf and Spa Resort. Late in the year, a new pilot project was launched with Agrisud in Brazil.
- **Fair trade:** Accor hotels serve fair trade products in 17 countries. With 300 tonnes purchased each year in France, Accor is the

country's leading private buyer of fair trade hot beverages, with the exception of supermarkets and hypermarkets.

- **Accor Services :** After Austria, Spain has added store chains that sell fair trade products to the list of affiliates where Delicard gift vouchers can be used. In France, the Bien Etre à la Carte concierge service promotes the principles of fair trade to 150,000 employees of client companies.

2006-2010 Objectives

- ◆ Expand the partnership with Agrisud.
- ◆ Extend support for fair trade to new countries.



Institut Pasteur

PARTNERSHIP WITH THE INSTITUT PASTEUR

In early 2010, a partnership was created with the Institut Pasteur to combat emerging diseases through Accor's A|Club loyalty program. The idea is to enable the 3.5 million members to convert their loyalty points into donations for Institut Pasteur, to finance:

- A climate chamber that recreates extreme climatic conditions so that the evolution of epidemic-causing viruses can be studied.
- A mobile analysis laboratory that enables the institute's emerging disease experts to examine and analyze new viruses directly at the site where they first appear.

Accor also finances a health information website for travelers – Pasteurtravel.com – with content provided exclusively by Institut Pasteur experts.



EXPANDING THE INTERNATIONAL SCOPE OF CHILD-PROTECTION PROGRAMS

The Group is involved in a large number of initiatives to eliminate sexual exploitation of children. The Child-Protection Code of Conduct has now been signed in 34 countries. In addition, training courses are organized for employees, and programs are conducted to raise awareness among suppliers and customers. In 2009:

- 13,000 employees were trained, of which more than 4,000 in Brazil. In Morocco, awareness sessions for team members were launched in partnership with the non-governmental organization Acting for Life.
- The ECPAT child-protection campaigns were displayed in hotels in the countries committed to fighting this affliction.



2006-2010 Objectives

- ◆ Formalize the Group's commitment in all host countries in Africa.
- ◆ Extend the approach in Europe.
- ◆ Strengthen in-house training through Accor Academy's "Accor Manager" program.

LEADING THE FIGHT AGAINST EPIDEMICS

To combat HIV/AIDS, Accor takes part in prevention programs and has confirmed its commitment to involving other tourism companies in the process. In 2009, Accor stepped up its actions with:

Employees and customers, through its "ACT-HIV" approach:

- Training sessions in disease prevention were held for 15,000 employees, particularly in Africa and South East Asia. In Thailand, 80% of employees have received training.
- Prevention films were shown for guest and/or employees.
- Condom vending machines were installed in hotels, of which 700 in France and all Motel 6 and Studio 6 units in the United States.

The tourist industry and private sector:

- Gilles Pélisson became a member of the Executive Committee of the Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria. Accor has been a member of the Coalition since 2006.
- At the World Travel and Tourism Council summit in Brazil in May, Accor led efforts to raise awareness among tourist industry leaders about the challenges of AIDS and malaria.
- Accor Services in India was chosen to take part in a public/private consortium called India-Country Coordinating Mechanism, which oversees the allocation of subsidies from the Global Fund to Fight AIDS, Tuberculosis and Malaria. The consortium also helps to formulate and deploy initiatives to combat these epidemics in India.

2006-2010 Objectives

- ◆ An HIV/AIDS and malaria prevention film to be shown in all hotels.
- ◆ Deployment of the ACT-HIV approach in 4,000 hotels to lead the fight against HIV/AIDS.
- ◆ Deployment of the ACT-HIV approach in Accor Services units to combat HIV/AIDS.

13

COUNTRIES
have introduced
the Nutritional Balance program



01

02



03

04



PROMOTING BALANCED NUTRITION

Several initiatives have been launched to help combat obesity around the world.

- The Nutritional Balance program was initiated by Accor Services in 2006 for customers and restaurant operators in the Ticket Restaurant® affiliate network. With the addition of Mexico in 2009, the program has now been deployed in 13 countries.
- In early 2009, Accor became involved in a European program called FOOD (Fighting Obesity through Offer and Demand), which launches new awareness-building initiatives for business employees and restaurant operators.
- Nutritionally balanced dishes are included on menus at Ibis restaurants in France and Spain and on children's menus at Novotel restaurants in 35 countries.

01 – ACT-HIV

Accor's action plan for leading the fight against AIDS

02 – WORLD AIDS DAY

On World AIDS Day, Accor distributed condoms at its head offices in Paris

03 – ACCOR SERVICES

Gustino, the mascot of the Nutritional Balance program, on Ticket Restaurant® voucher booklets

04 – ACCOR SERVICES

The FOOD program's European bus tour

2006-2010 Objectives

- ◆ Deploy the balanced nutrition offering in all countries where restaurant vouchers and cards are issued.
- ◆ In the Hotels business, continue to roll out the balanced nutrition offering in new countries and new brands.



LAUNCH OF TICKET CAR CARBON CONTROL IN BRAZIL

The Ticket Car Carbon Control offering provides Ticket Car® corporate customers with accurate information on vehicle fleet carbon emissions. Also in Brazil, Accor Services joined 30 other leading companies in a working group created to study ways of reducing carbon emissions.

ECO PROJECT

PRESERVING THE ENVIRONMENT

— THE SECOND COMPONENT OF THE EARTH GUEST PROGRAM, THE ECO PROJECT ADDRESSES KEY ENVIRONMENTAL CHALLENGES IN THE AREAS OF ENERGY, WATER, WASTE AND BIODIVERSITY.

EFFECTIVELY STEERING ENVIRONMENTAL ACTIONS

Accor takes a structured, tailored approach to its businesses in order to effectively and lastingly reduce their environmental impact. The idea is to plan, share and monitor goals and action plans through:

- **The Hotel Environment Charter**, a management tool deployed in 3,519 hotels, representing 86% of the network and 97% of owned and leased hotels. In 2009, eight actions in the Charter were included in quality audits in 1,793 hotels to make published data more reliable. Accor Services launched the Environment Charter in its offices in 29 countries (75% of business units).
- **Certification processes**, to validate and strengthen environmental management practices in Group establishments. In all, 10% of Accor hotels and 8% of Accor

Services units have been accredited. Programs include:

- ISO 14001 certification, with 331 establishments certified, including 286 Ibis hotels, nine Thalassa sea & spa sites, three Accor Services head offices, 14 CWL sites and, for Lenôtre, the Pré Catelan restaurant.
- Green Globe certification, which has already been obtained by 50 Novotel hotels.

2006-2010 Objectives

- ◆ Obtain sustainable development certification in 20% of hotels and Accor Services units.
- ◆ Apply the Environment Charter in all owned and leased hotels and in headquarters and offices of all Accor units.

BUILDING SUSTAINABLY

Accor has developed expertise in environmentally friendly construction methods. In 2009, this expertise was reflected in:

- The prototype Motel 6 North Lake unit in Dallas, which is expected to receive Leadership in Energy and Environmental Design (LEED) certification by summer 2010.
- The future Suitehotel Issy-les-Moulineaux, which is one of the first hotels to be certified to France's High Environmental Quality (HQE®) standards for service sector buildings.
- Ibis, which commissioned Veritas to conduct an environmental audit of Ibis hotel construction methods in China, in partnership with the French Agency for Environment and Energy Management (ADEME) and the French Fund for the Global Environment (FFEM).

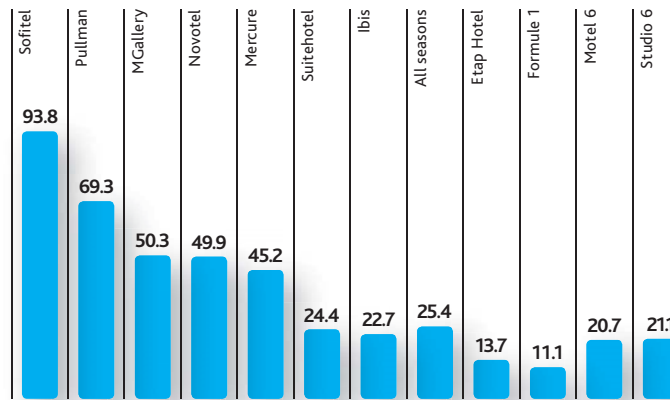
MANAGING ENERGY CONSUMPTION

In 2009, Accor consumed 4,974 GWh (the equivalent domestic consumption of a city of 590,000 people) and emitted 1,933 thousand tonnes of CO₂ in 2,806 owned, leased and managed facilities.

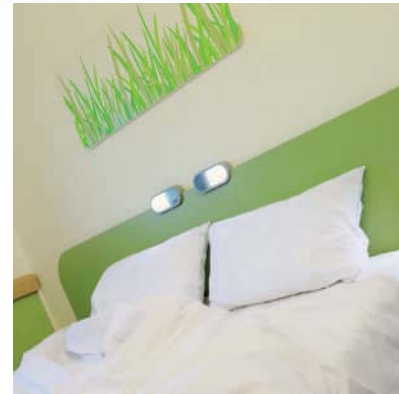
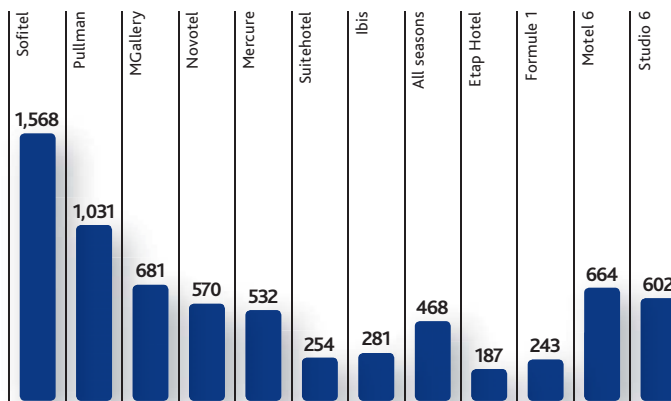
The Group pursued its initiatives, reducing energy use per available room by 7.8% between 2006 and 2009 in owned and leased hotels. Compact fluorescent light bulbs are used in 82% of owned and leased hotels for areas that remain lit 24 hours a day. Accor also continued to promote the use of renewable energy sources, installing solar-powered hot water systems in 32 hotels in 2009, with a total of 99 hotels now equipped worldwide.

79%

OF HOTELS
(regardless of operating structure)
equipped with tap and shower flow
regulators



WATER CONSUMPTION (liters per occupied room per day)



ECO-DESIGNED ROOMS

Integrating ecological criteria into room design is critical to limiting a hotel's environmental impact. In 2009, this approach was applied to the standardized rooms in the Motel 6, Etap Hotel and Ibis brands. Initiatives have focused on optimizing lighting systems with LEDs, compact fluorescent lamps and occupancy sensors, limiting water consumption through the installation of flow regulators, and using more easily recyclable materials.

An energy and water savings mission

In early 2009, a mission was launched to further reduce water and energy consumption by:

- Speeding the installation of energy efficient lamps and flow regulators.
- Systematically analyzing consumption rates on a monthly basis.
- Developing energy diagnoses based on experience acquired in France and the United States.

CONSERVING WATER

A truly precious resource, water – and its conservation – are crucial components of the Earth Guest program. In 2009, the 2,806 owned, leased and managed establishments consumed 47 million cubic meters of water, the equivalent of a city of 950,000 people, like Birmingham. Accor is actively involved in water conservation measures:

- Water consumption per occupied room was reduced by 4% between 2006 and 2009 (comparable scope of reporting: 1,391 hotels).
- Flow-regulators have now been installed in showers and faucets in 89% of owned and leased hotels.

2006-2010 Objectives

- ◆ Reduce energy consumption by 10% per room in owned and leased hotels.
- ◆ Equip all owned and leased hotels with energy-efficient lamps
- ◆ Increase the number of hotels equipped with solar panels by a factor of five, to 200.

2006-2010 Objectives

- ◆ Reduce water consumption by 10% per occupied room in owned and leased hotels.
- ◆ Equip all owned and leased hotels with flow regulators.

99

HOTELS EQUIPPED
WITH SOLAR PANELS
to produce their own hot water.



01

01 – NOVOTEL
München City – Munich,
Germany

02 – ETAP HOTEL
Nantes Ouest Saint-Herblain
Couëron, France

PRODUCING LESS WASTE

Accor actively promotes waste sorting and recycling as well as ecodesigned products:

- 51% of owned and leased hotels recover paper, cardboard and glass.
- 86% of owned and leased hotels process compact fluorescent tubes and light bulbs.

Accor has improved its performance in this area:

- By providing hotel managers with a dedicated waste management module. Introduced in late 2009, the module enables managers to monitor the amount of waste produced per room, as well as the recovery rate and the cost of waste disposal.
- By forging partnerships. In France, for example, Etap Hotel and hotelF1 work with Screlec, a non-profit environmental organization that collects and recycles used batteries. In the United States, Motel 6 and Studio 6 have joined the National Partnership for Environmental Priorities to improve their efforts to recycle compact fluorescent light bulbs and alkaline batteries.
- By strengthening relations with collection service providers in Spain, Portugal, France and Belgium, to facilitate the monitoring and measurement of actual waste produced.



2006-2010 Objectives

- ◆ 70% of owned and leased hotels recycle paper, cardboard and glass.
- ◆ 95% of owned and leased hotels process their batteries and compact fluorescent tubes and light bulbs.

PROTECTING BIODIVERSITY

Through its partnerships with expert organizations, Accor has more effectively integrated biodiversity concerns into its operations.

- 77% of hotels took part in local environmental initiatives or tree-planting projects. In France, for example, Etap Hotel has partnered with the Bird Protection League (LPO) for the past four years to help raise

02



employee and guest awareness of the importance of protecting the natural world.

- More than 850 hotels serve organic products, which are included in all breakfast buffets in Novotel hotels in Australia.
- In Italy, the Mercure hotel network has strengthened its ties with the Slow Food association. The goal is to showcase the full flavor of dishes made with a wide variety of local products.
- In Africa, hotels in Togo and Senegal, backed by the expertise of the Oceanium Dakar association, removed over-fished species from their menus. ◆

2006-2010 Objectives

- ◆ Involve all hotels in environmental-protection or tree-planting initiatives.

TRAINING EMPLOYEES

As part of the Green Globe certification process, Novotel trains its

25,000

 EMPLOYEES

in sustainable development issues. This online training allows all employees to identify the right gestures they can perform in their day-to-day jobs. Available in 11 languages, this training resource takes users on a virtual tour of 13 key hotel areas and tests their knowledge of sustainable development.



INVOLVING EMPLOYEES

For this annual event, employees were involved in a large number of actions aligned with the **eight priorities**

of the Earth Guest program. These included child-protection initiatives in Thailand and the Dominican Republic, the sale of bottled water by CWL to raise funds for the construction of a village in Burkina Faso, and initiatives to plant trees and preserve natural sites.

— INNOVATING FOR THE PLANET



BEING RECOGNIZED BY SOCIALLY RESPONSIBLE INVESTMENT INDICES

Accor is the only hotel group included in the four leading international socially responsible investment indices: SAM's Dow Jones Sustainability Indexes, Vigeo's ASPI Eurozone index, EIRIS' FTSE4Good index and Ethibel's ESI index.

DEVELOPING RESPONSIBLY

In response to severe criticism of a real estate partner by the Bruno Manser Fonds (BMF), an environmental and human rights protection organization, Accor interceded to persuade the partner to comply with the Group's sustainable development requirements before opening a hotel in Malaysia. After several months of discussions with its partner and BMF, an action plan was published and implemented in preparation for the opening, which took place in late 2009.



SHARING OUR COMMITMENTS WITH SUPPLIERS

Accor encourages its suppliers to integrate social and environmental criteria into the products used by the Group. Two suppliers have already been awarded the European Ecolabel for bath linen and cleaning supplies. These ranges of environmentally certified products are gradually being introduced in the hotel networks.



PLANT FOR THE PLANET

Launched in April 2009 as part of the United Nations Environmental Programme's Billion Tree Campaign, the Plant for the Planet project encourages hotel guests to keep their towels for more than one night. The goal is to use the savings on laundry bills to finance the planting of three million trees in seven regions of the world by year-end 2012. Implemented in 580 hotels by the end of 2009, Plant for the Planet had financed the planting of 270,000 trees. For Earth Day in April 2010, Accor reached 1,000 hotels committed to the project and one million tree-plantings were financed.

MANAGING THE SUSTAINABLE DEVELOPMENT PROCESS

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.
	Promote good health through wholesome, balanced diets.	Secure transaction systems for Accor Services cards.
		Number of restaurants participating in a healthy, balanced nutrition program. Numbers of countries involved in Accor Services' Nutritional Balance program.
	Build customer awareness of HIV/AIDS and malaria prevention.	An HIV/AIDS prevention program.
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.	
	HIV/AIDS prevention training program.	

2009 results and highlights	Commitments* made in 2006 for year-end 2010
<p>The Board met nine times, with an 83% attendance rate. The three specialized committees met a total of 14 times, with an 82% attendance rate. Creation of a liaison committee in charge of tracking progress and analyzing the findings of the demerger study.</p>	<p>Commitment made in 2006 and 2008 and already met: Assessment of the Board of Directors' efficiency and effectiveness. Ongoing measures to improve efficiency, especially through a more streamlined organization with a leaner Board and three specialized committees instead of five.</p>
<p>Meetings were held with 840 representatives of 404 financial institutions, and 22 roadshows were organized in Europe, the United States and Canada. Accor also took part in seven investor conferences during the year, in France and the United States. Contact with over 550 individual shareholders through meetings, tours and trade shows and with 600 shareholders at the Annual Meeting. Two meetings with the working group on shareholder relations.</p>	<p>Deepen relationships with individual and institutional shareholders through more instructive content and greater responsiveness.</p>
<p>In 2009, nearly the entire hotel network (hotelF1, Etap Hotel, all seasons, Ibis, Mercure and Novotel) was audited in Europe and Africa. The Mercure and Ibis brands were also audited in Latin America.</p>	<p>Pursue the brand audit programs to ensure service quality in all chains.</p>
<p>Deployment of the Guest Satisfaction Survey (GSS), with results continually posted online for consultation by frontline staff and the hotel brands. At year-end 2009, GSS had been deployed in 1,100 hotels in Europe and Middle East/Africa, by all brands and countries in Asia/Pacific and North America, and in around 30 Novotel and Formule 1 hotels in Latin America.</p>	<p>Deploy satisfaction surveys in all hotels worldwide.</p>
<p>714 Ibis hotels certified, 83 % of the network. 38% of Accor Services units ISO 9001-certified.</p>	<p>Certification for all Ibis hotels in Europe, Morocco and Brazil and deployment in new countries.</p>
<p>Presentations held in all brand executive committee meetings in France. 160 hotel general managers trained in Egypt, Poland, Portugal and Spain.</p>	<p>Ongoing deployment of safety/security/crisis management training programs. Introduction of a safety/crisis management module for managers with the Accor Academy.</p>
<p>All crisis units activated following the influenza A (H1N1) outbreak. Issue discussed by ten Region/Country/Business executive committees. 22 presentations in French, 12 in English. Crisis management drill carried out by Executive Committee/Country/Hotel teams. Influenza A (H1N1) business continuity guides prepared for head offices, call centers and hotels, and adapted by all units.</p>	<p>Manage sensitive situations and crises, organize training programs and regular drills for teams with decision-making responsibility at all levels.</p>
<p>Security inks introduced for vouchers issued in Europe.</p>	<p>Prepare a security review to stay informed about new technologies.</p>
<p>Self-assessment guide distributed in all countries that produce cards.</p>	<p>Consolidate evaluations country by country and obtain Payment Card Industry Data Security Standard certification for the prepaid card management platform.</p>
<p>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.</p>	<p>Continue to deploy a balanced nutrition offering in new countries and new hotel brands.</p>
<p>13 countries involved in the Nutritional Balance program, including one new country in 2009: Mexico. The European FOOD project to promote healthy diets deployed in six countries: Belgium, the Czech Republic, France, Italy, Spain and Sweden.</p>	<p>In the long run, all countries that market food and restaurant vouchers and cards will support this balanced nutrition offering.</p>
<p>Broadcasting of two films on preventing HIV/AIDS and malaria. Condom dispensers for customers installed in more than 700 hotels, mainly in France and the United States. Launch of the Pasteurtravel.com health information website for travelers.</p>	<p>Pursue HIV/AIDS and malaria prevention initiatives.</p>
<p>2009: 49% women; 43% women managers.</p>	<p>Renew and extend the compensation studies.</p>
<p>In France, average salary differences between men and women (frontline staff, supervisors, managers) are calculated each year so that corrective measures may be introduced.</p>	<p>Take action to reduce differences as necessary.</p>
<p>2009: 3.61%; 2008: 3.47%; 2007: 3.53%. Awareness campaign conducted for 25,000 employees in France to eliminate preconceived ideas about physical disabilities.</p>	<p>Sign a new Group-level agreement for the period 2009-2011.</p>
<p>Compensation studies are conducted regularly by each business segment and country to determine whether salaries are competitive with local market practices. Bonus systems were defined in 2009 for specific business segments, to be implemented in 2010.</p>	<p>Systematically conduct compensation surveys and continue to develop an overall compensation policy.</p>
<p>2009: 327,974 days; 2008: 336,382 days; 2009 training rate: 2.4%.</p>	<p>One training session per person per year.</p>
<p>2008-2009: 74%; 2007-2008: 73%.</p>	<p>One personal assessment per person per year.</p>
<p>2008 and 2009: approximately 20,000 employees. A mobility team was set up in 2007 to advise and orient employees looking to acquire international experience.</p>	<p>Continue to promote international career opportunities.</p>
<p>June 2008-July 2009: 30 collective agreements / June 2007-2008: 32.</p>	<p>Maintain constructive discussions with employee representatives.</p>
<p>2009: 17.8 / 2008: 18.1.</p>	<p>Pursue actions to reduce work-related accidents and occupational diseases.</p>
<p>Distribution of the ACT-HIV approach and implementation of national action plans in 25 countries. Accor Hospitality and Accor Services teams in 21 countries took part in World AIDS Day.</p>	<p>Distribute the ACT-HIV DVD in all hotels and all Accor Services units, to help combat HIV/AIDS.</p>

* 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.
	Promote the use of renewable energy sources.	
	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.
	LOCAL COMMUNITIES	Support local economic and social development.
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 child-Protection 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.	

2009 results and highlights	Commitments* made in 2006 for year-end 2010
Employee social coverage was maintained in 2009 for the same areas as in previous years. New projects to deploy and improve coverage are currently being examined.	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 2008-2009, a total of 109,173 employees took part in an internal opinion survey organized in their unit and coordinated at corporate level. 2008-2009: 86% of people surveyed said they were proud to work for Accor / 2007-2008: 87%. More than 80% of Accor Services employees who took part in a 2009 opinion survey conducted in 40 countries say they enjoy carrying out their responsibilities and have a feeling of well-being on the job. In particular, they appreciate frontline customer relations, performance management and cross-fertilization with other business units.	All employees are surveyed in their unit at least once every two years.
In 2009, 15% 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.
Sustainable Procurement Charter revised and strengthened.	Determine operational priorities for applying the Sustainable Procurement Charter.
Two suppliers obtained Europe's Ecolabel certification for products used in Accor hotels: bath linen and cleaning supplies.	Set up a program with at least one network of affiliates or service providers in 20 countries.
3,519 hotels apply the Environment Charter (versus 3,292 in 2006), including 97% of owned and leased hotels. Eight Environment Charter actions verified through quality audits in 1,793 hotels.	Apply the Environment charter in all owned and leased hotels. Launch an independent data control process.
Environment Charter introduced in offices in 29 countries.	Apply the Environment Charter in headquarters and offices of all Accor units.
331 hotels, 14 CWL sites, 9 Thalassa sea & spa sites and 3 Accor Services sites ISO 14001-certified. 53 hotels Green Globe-certified. 11 hotels HAC Green Key Eco-Rating-certified. 10% of Accor establishments are certified.	Obtain environmental certification in 20% of Accor hotels and Accor Services units.
New Motel 6 room design including environmental criteria. Assessment of the Ibis room environmental impact. Suitehotel Issy-les-Moulineaux designed in compliance with France's HQE® environmental standards for service sector buildings.	Integrate environmental criteria in the choice of hotel products (bath items, room construction materials, etc.).
Accor Services Brazil 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.
Reduction of 4% per occupied room compared with 2006 (based on a constant scope of reporting of 1,391 owned and leased hotels).	Reduce consumption by 10% per occupied room in owned and leased hotels.
89% of owned and leased hotels.	Equip all owned and leased hotels.
Reduction of 7.8% per room compared with 2006 (based on a constant scope of reporting of 1,391 owned and leased hotels).	Reduce consumption by 10% per room in owned and leased hotels.
82% of owned and leased hotels.	Equip all owned and leased hotels.
99 hotels equipped (compared with 67 in 2008 and 47 in 2007).	Increase the number of hotels equipped by a factor of five, to 200.
51% of owned and leased hotels recycle paper, cardboard and glass. 86% of owned and leased hotels process their batteries and compact fluorescent tubes and light bulbs. The reduction resulted mainly from more accurate data.	Recycle paper, cardboard and glass in 70% of owned and leased hotels. Process batteries and compact fluorescent tubes and light bulbs in 95% of owned and leased hotels.
More than 850 hotels serve organic products, compared with 456 in 2006.	Increase the number of hotels serving organic products.
Nearly 2,400 hotels serve eco-labeled products.	Increase the number of hotels offering eco-labeled products.
77% of hotels are involved in local environmental initiatives and tree-planting programs. For Earth Guest day, Accor Services organized environmental awareness initiatives in 29 countries.	All hotels take part in environmental-protection or tree-planting initiatives. 10 Accor Services units to take part in environmental-protection or tree-planting initiatives.
At year-end 2009: 580 hotels in 23 countries involved and 270,000 tree-plantings financed.	2012 objective: finance the planting of 3 million trees.
In Morocco, a program with PlaNet Finance to support an argan oil production cooperative in the Essaouira region. Ongoing farm project with Agrisud in Cambodia – launched in 2004 in Siem Reap and in 2009 in Phnom Penh – and start-up of a pilot project in Brazil. Bien-Être à la Carte awarded PREDICI label for certifying 80% local suppliers from the Paris region.	Support local development actions in new countries.
2009: 17 countries serve fair trade products. 2008: same	Extend support for fair trade to new countries.
Accor Services Spain features fair trade products in its Delicard gift catalogue. In France, Bien-Être à la Carte promotes fair trade to employees of corporate customers.	Support fair trade through Accor Services products.
Accor teams in 34 countries have signed the child-Protection Code of Conduct drafted by ECPAT and the World Tourism Organization.	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.
Guide to preventing corrupt practices finalized and sent to all managers.	Deploy the guide for combating corruption to raise awareness and train employees in business ethics within each skills cluster, business or region.
33 projects financed in 19 countries through the Accor Corporate Foundation, with the support of more than 2,000 employees. Annual budget of €1 million. In 2009, Accor Services teams in 17 countries and Accor Hospitality teams in 21 countries took part in Caring Collection Day initiatives to support local non-profit organizations.	Increase the number of projects in Accor's host countries.

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