

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 Atef/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 Shareholders Club members.
CUSTOMERS	Satisfy customers' needs and requests.	Number of establishments visited by mystery guests.
		Number of establishments in which satisfaction surveys have been conducted.
	Guarantee superior service.	Number of hotels with ISO 9001 certification.
	Ensure customer safety and security.	Number of hotel general managers who have taken part in security training programs.
		Number of hotel general managers who have taken part in safety/crisis management training programs.
		A crisis management system aligned at corporate level.
	Promote good health through wholesome, balanced diets.	Number of restaurants participating in a healthy, balanced nutrition program.
Build customer awareness of AIDS and malaria-prevention.	An 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 county, 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. Monitoring of employee-related issues.
	Ensure employee health and safety.	Work-related accident frequency rate.
		AIDS prevention training program.
		Employee social coverage in line with local practice.
Improve employee recognition and satisfaction.	Number of employees who took part in internal opinion surveys.	

2007 results and highlights	Commitments* for 2010
Assessment of the Board of Directors' operating procedures and implementation of improvement actions. The Board met nine times, with a 75% attendance rate. The four specialized committees met a total of 16 times, also with a 75% attendance rate. Creation of a fifth committee—Corporate Governance—in first-quarter 2008.	Commitment made for 2010 in 2006 and already met: Assess the Board of Directors' operating procedures. New objective for 2010: Continue deploying actions to improve operating procedures.
Meetings with 742 representatives of 215 financial institutions, organization of 23 roadshows in Europe, the United States and Canada (some including hotel tours) and participation in five international conferences in France and the US. Organization of an Investor Day, attended by 70 French and international analysts and investors. Contact with over 2,300 individual shareholders through meetings, tours and trade shows. Launch of a communication working group within the Shareholders Club.	Deepen relationships with individual and institutional shareholders through more instructive content and greater responsiveness.
100% of Formule1, Etap Hotel, Ibis and Mercure (Europe and Africa). 90% of Novotel in Europe and Africa. 55% of Sofitel (Europe, Africa and Asia) – the percentage declined because of hotels that were re-branded.	Pursue the mystery guest program to ensure service quality in all chains.
100% of the Etap Hotel network in Europe. 100% of Ibis hotels certified ISO 9001 (Europe, Latin America and Morocco). 95% of Novotel in Europe. 75% of Mercure in Europe.	Deploy satisfaction surveys in all hotels worldwide.
657 Ibis hotels certified ISO 9001.	100% certification for the Ibis network in Europe, Morocco and Brazil and deployment in new countries.
120 hotel general managers trained in France.	
	Integration of a safety/crisis management module in the Accor Academy's Accor Manager training program.
Deployment of a Group-wide crisis management system.	To manage sensitive situations and crises, organize training programs and regular drills for teams with decision-making responsibility at all levels.
1,400 restaurants in France (of which 90 Ibis) involved in the Gustino program, which has been deployed in ten countries (including Argentina, Italy, Uruguay and Spain in 2007). All Novotel hotels have signed the Forme & Equilibre commitment charter.	In the long run, all countries in which Accor Services operates will support this balanced diet offering.
In cooperation with the Global Business Coalition, two films on preventing AIDS and malaria produced with Air France for departing travellers.	Introduce AIDS and malaria prevention programs in all hotels.
2007: 50% women, of whom 44% managers.	
2007: 3.53% / 2006: 3.52% – The 2007 employment rate was unchanged from 2006.	Renew and extend the compensation studies. Pursue deployment of the Group's triennial agreement.
Salary policy in line with market practices. Surveys are conducted regularly for each subsidiary, business or region Surveys carried out in 2007: Sales teams for Accor Services France, Ibis in Morocco and managers in France, among others.	Systematically conduct compensation surveys and develop an overall compensation policy.
2007: 333,529 days / 2006: 327,800 days. 2007 training rate: 2.4%	One training session per person per year.
2006-2007: 69% / 2005-2006: 70%	One personal assessment per person per year.
2006 and 2005: roughly 20,000 employees.	Speed the development of international mobility opportunities.
June 2006 - July 2007: 50 collective agreements / June 2005-2006: 46 (excl. French overseas departments). Employee relations observatory.	Maintain constructive discussions with all employee representatives. Implement corrective actions as necessary.
2007: 19.3 / 2006: 21.1.	Pursue actions to reduce work-related accidents and occupational diseases.
Preparation of the ACT-HIV program to prevent and combat AIDS.	Distribute an ACT-HIV DVD in all hotels to help combat AIDS.
In Egypt, all employees were covered by a disability and death benefits plan. In Africa, operations in more than 15 countries offer their employees medical coverage.	Deepen our knowledge of local employee social coverage and pursue deployment.
In 2006-2007, nearly 50,000 employees took part in an internal opinion survey organized in their unit and coordinated at corporate level. 2006-2007: 87% of the people surveyed said they were proud to work for Accor / 2005-2006: 86%	All employees are surveyed in their unit at least once every two years.

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

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SUPPLIERS	Take into account supplier-related social and environmental risks.	All certified suppliers comply with the three components of the Sustainable Development Purchasing Charter. ⁽¹⁾
ENVIRONMENT	Deploy the Environmental Charter.	Number of hotels that apply the Environmental Charter.
	Pursue environmental certification initiatives.	Number of certified hotels.
	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 involved in local environmental initiatives and tree-planting programs.	
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.
	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 sponsorship initiatives.	Number of projects pursued with recognized local NGOs and degree of employee involvement in aiding the disadvantaged.	

(1)France.

2007 results and highlights	Commitments* for 2010
Inclusion of the Charter in all international contracts and in nationwide contracts in 11 countries, including eight new countries in 2007: Australia, Austria, Côte d'Ivoire, Egypt, Portugal, Senegal, Switzerland and Tunisia.	Determine operational priorities for applying the Sustainable Development Purchasing Charter.
3,292 hotels apply the Charter (versus 3,228 in 2006) including 95% of owned and leased hotels. External audit of a sample of hotels to verify Charter data.	Apply the Charter in all owned and leased hotels. Launch an independent data control process.
223 facilities ISO 14001-certified. 16 other certifications: Canada and Egypt.	Obtain environmental certification for 20% of the hotel base.
Consumption reduced by 0.46% per occupied room in owned and leased hotels at comparable scope of reporting.	Reduce consumption by 10% per occupied room in owned and leased hotels.
84% of owned and leased hotels.	Equip all owned and leased hotels.
Consumption reduced by 2.64% per occupied room in owned and leased hotels at comparable scope of reporting.	Reduce consumption by 10% per room in owned and leased hotels.
75% of owned and leased hotels.	Equip all owned and leased hotels.
47 hotels equipped (compared with 41 in 2006).	Increase the number of hotels equipped by a factor of five, to 200.
45% of owned and leased hotels recycle paper, cardboard and glass. ⁽¹⁾ 82% of owned and leased hotels process batteries and compact fluorescent tubes and light bulbs. ⁽¹⁾	60% of owned and leased hotels recycle paper, cardboard and glass. 95% of owned and leased hotels process batteries and compact fluorescent tubes and light bulbs.
More than 600 hotels serve organic products.	Increase the number of hotels serving organic products.
More than 2,000 hotels serve eco-labeled products.	Increase the number of hotels serving eco-labeled products.
79% of hotels are involved in local environmental initiatives and tree-planting programs.	All hotels to take part in environmental-protection or tree-planting initiatives.
Support for two micro-finance projects with PlaNet Finance in Morocco and for a farming project led by Agrisud in Cambodia.	Support local development actions in new countries.
2007: 17 countries serve fair trade products, the same as in 2006.	Extend support for fair trade to new countries.
20 new countries signed the Code of Conduct drafted by ECPAT and the World Tourism Organization (17 countries in sub-Saharan Africa, as well as Mexico, Switzerland and Russia).	Formalize our commitment in Africa by signing the Code of Conduct in all host countries. Extend the process of signing the Code across Europe. Strengthen in-house training through Accor Academy's Accor Manager program.
Preparation of an in-house guide on preventing corrupt practices.	Deploy ethical business practice information and training programs by function, business or region.
Increases in the number of community support initiatives (fund raising, equipment donations, etc.) and in the number of employees involved in this type of project. Solidarity Day 2007 organized in 39 Accor head offices. Hotel employees raised funds for NGOs involved in near-by projects.	Deepen the commitment to helping the disadvantaged, in particular through the Accor corporate foundation, to be created in 2008.

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