

## Accor recruitment process and charter

Recruitment is a fundamental part of management. The company is committed for many years as a result. It has a direct impact upon the enrichment of its **human capital**.

It is therefore essential to formulate basic rules of recruitment. The objective is to encourage efficiency whilst ensuring fairness and **respect of the rules**.

The structure of Accor's activities requires a completely decentralised **recruitment process**.

### > Our Recruitment Charter

1. Recruiting means choosing. The search for candidates is an essential phase and takes time. This time should be taken, anticipating needs and using the Group's image as an « employer » to the best effect.
2. Available positions should always be communicated internally before publication outside the Group. AccorJobs should be systematically used as soon as the availability of the position can be made public, including for management positions.
3. Facilitating mobility and promotion is the best way to gain the loyalty of the most dynamic employees. Particular care should be taken in identifying and considering internal applications. Priority should be given to them in all but exceptional cases.
4. In the case of internal recruitment, the recruiter should make sure that the manager of the person concerned is fully informed of the situation before making any offer.
5. No selection should ever be based on non-professional motives, such as religion, age, sex, political opinions, ethnic origin, union membership....
6. The conditions of employment must be identical for men and women. Any local legislation in favour of diversity and equal opportunities must be scrupulously respected.
7. Evaluating applicants requires attentive listening and availability. It is based on direct observation, in an interview situation, of the individual characteristics pertaining to the position, such as knowledge, experience, quality of presentation, ease of expression, elocution and people skills for positions involving customer contact.
8. Most candidates reply frankly. The best way to obtain information is to ask them, being careful to remain within professional subject areas. This involves an obligation for reserve and confidentiality on the part of the interviewer. If the person's Resumé is to be checked, the person should be informed beforehand.
9. The use of evaluation tools, tests, questionnaires, assessment centres... must be strictly limited to tools which have been validated and referenced by the Corporate Human Resource department. The use of graphology, numerology, astrology or morphology (hands etc...) as well as projective testing, is absolutely excluded.
10. It is dangerous to rely on one judgement alone. Each recruitment should involve at least 2 people, the person responsible for the recruitment and his superior and/or HR manager, or even the recruiter's colleagues.
11. Applying for a position is the demonstration of the confidence the candidate has in the company. The attitude held during the interview, the quality and the speed of the replies given, whether positive or negative, are key elements of our image as an employer.

> **Our recruitment process**

In each structure, recruitment is handled either by the General Manager (in a hotel for example), human resources manager or heads of department.

Each recruiter can communicate their job offers on the recruitment site, receive applications directly, and recruit through partnerships with local hotel schools.

On the **AccorJobs site**, the complete launch of the anonymous CV in France in 2009 was a means of clearly communicating Accor's commitment to support diversity and ensure **equal opportunities** for everyone in the recruitment process.

In this method CVs are anonymous so that the first selection phase is based uniquely on training, experience and skills.

The candidates first and last names, nationality, sex, age and e-mail address are hidden...

The idea of the **anonymous CV** is to avoid any possible discrimination, whether intentional or unconscious, relating to the age, sex or origins of a candidate...