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HIGHLIGHTS HUMAN RESOURCES





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HIGHLIGHTS

HUMAN RESOURCES

All year long, the Human Resources Department and the entire International Human Resources network deploy multiple actions for operations in various domains: recruitment, training, mobility, career management, social policy, profit sharing, schools relations, partnerships, human resources marketing, societal actions, diversity... For each of these key themes, we have presented the events most representative of the quality and diversity of the Human Resources policy of Accor and its brands. This document reflects Accor's desire to contribute to the development of Human Resources and to continue to be an attractive employer.

HUMAN RESOURCES MAR

■ “Your smile, your future”

As part of the ongoing effort to improve Accor's image as an attractive employer and the image of the Group's professions, a new Human Resources campaign “Your smile, Your future” has been launched. Sixteen new employee faces and their remarkable career paths illustrate the reality of Accor's career stairway and all the development possibilities. The testimonials represent all the Group's activities and show the diversity of men and women working at Accor. The aim of this campaign is two-fold: enhance the Group's employer offer and the image of its brands and give managers efficient tools. All these HR marketing tools are available in the communication and recruitment Guide on the Group's Intranet, HR section: stands, banners, posters, flyers, note books... The aim of this guide: carry out targeted and pertinent recruitment and employer image actions according to requirements, activities and geographical area.



KETING



HUMAN RESOURCES MARKETING

■ **accor.com**

The Human Resources section of the accor.com website has been completely redesigned. Now called “Recruitment and Careers”, it has been changed to better satisfy the questions and requirements of Internet users and to make a more attractive entry for potential candidates looking for information on the Group’s HR policy. The names of the sub-sections have also been made clearer for simpler and segmented navigation. A new professions Guide is available as well as numerous employee testimonials to illustrate the diversity of career possibilities. New professions fact sheets enabling visitors to obtain information on the different professions available in the Group will be included in the Guide along with employee video testimonials. This new version also includes numerous photos, HR news, a “Caring Company” section and the return of the quiz “Which professions suit you best?”



■ **Recruitment “Chat”**

The Employment department for France and the Accor Human Resources department participate every year in an operation called “en ligne pour l’emploi” (on line for employment), organised by a company called Canalchat, in partnership with the new French Employment Centre, the APEC (Management Employment Agency) and the CIDJ (Centre for Information and Documentation for the Young). The principle: communicate directly on the Internet with job seekers and answer their questions about Accor. The aim is to inform them about profiles, professions and the recruitment process to enable users to apply with all the knowledge they require.

■ Onisep game/Videocasts

A series of Videocasts has been put on line on the accor.com web site. Prepared in partnership with Onisep (National Office for Information on Teaching and Professions), these videos were filmed as testimonials in the Accor hotels. Four employees were filmed and have presented their career paths and an average day on the job in their profession. A competition was organised around these testimonials in which Internet users could win an iPod Touch 16 Go by giving the correct answers to the questions asked at the end of each testimonial. The aim of the operation: provide information on the Accor professions as close as possible to the daily reality and enhance the Group's employer image. Certain Videocasts will be kept in the new version of the accor.com website and other video testimonials, to be prepared in partnership with the CRDP (Regional Centre for Teaching Documentation), will also be put on line.

■ Guide to hotel and restaurant professions

Accor was once again partner to the Etudiant magazine for the publication of the "The Hotel and Restaurant professions" guide. In all, 6 visuals from the Accor HR campaign "Your smile, Your future" illustrate the guide which also contains an advertorial presenting the advantages in choosing Accor, and testimonials of Group employees. This year there are two new elements: a focus on the new Pullman professions and a chapter called "Study in Europe" with testimonials of Accor employees in Germany and Spain. This guide, printed in 15 000 copies and distributed in newsagents in France is aimed at students to position Accor as a key employer in the industry.



HUMAN RESOURCES MARKETING



■ working@accor

To complete the information on the professions and career opportunities available in the Accor Group and to attract students and candidates, a professions blog “Working at Accor” has been put on line by the HR department. Designed as a space for discussion to encourage exchange with candidates or people looking for information about Accor, it enables visitors to react to articles published which also provide advice and include employee testimonials. Internet users can

sign up to the blog, leave comments and ask questions.

■ AccorJobs

In 2008, the AccorJobs recruitment and mobility site received 3.2 million visits (+14%). Roughly 140 000 job applications were received on the site for 14 000 job offers communicated by 4 800 recruiters in the world. 38% of positions available in the Group were filled through AccorJobs in 2008. The site has also continued to open up to new countries and is now available in 11 versions: French, English, German, Dutch, Spanish, Portuguese, Indonesian, Vietnamese, Italian, Chinese and Hungarian. Other major changes: implementation of the anonymous CV (cf. page 57) and the “MOVE” programme (cf. page 36). The site referencing has also been improved through the use of specific key words.



■ Forums and trade shows

The teams in the Accor international Human Resources network participate regularly in forums and trade shows to meet future employees all over the world. Objectives: present and promote what Accor has to offer as an employer, provide information on the Group's professions and career opportunities, select candidates to create a pool of applicants and offer visitors certain jobs that are available immediately.



■ Best places to work

The “Great Place To Work” institute is a company that regularly carries out surveys in companies the world over and rewards those providing the best quality of work life with the “Best Place To Work” label. This label is an important sign of the employees’ appreciation of their company. The surveys cover various criteria such as pride of belonging, the pleasure of working as a team, trust, communication, career development opportunities, the creation of new positions, the place of women, the importance put on schooling, the respect and impartiality of managers... The “Great Place To Work” institute publishes ratings in which Accor often appears in excellent positions throughout the year. The Group is recognised as a great place to work in many countries. Among them: Accor Hospitality the Netherlands, Accor Hospitality United Kingdom and Ireland, ibis Portugal, Accor Services Mexico, Accor Brazil, Accor Latin America and Cestaticker from Accor Services Venezuela. Receiving this label strengthens Accor’s image as a key employer in the hotel business.

■ Professional orientation

• Four HR “Your smile, Your future” advertisements were published in the French magazines *Vivre au Collège*, *Vivre au Lycée*, *Epicure* et *Ædipe* following special editions of these magazines focusing on the hotel and restaurant professions. These magazines, which are printed in 800 000 copies, are sent directly to schools and distributed to students from 11 to 25 years of age, for a total of over 2 million targeted readers per age group. The aim: reinforce Accor’s employer image, highlight our career opportunities and position Accor as a key employer in the industry.



- A double page spread on Accor Services was published in Hobsons review “GO Bac +2/4” 2009. This magazine is printed in 75 000 copies and sent for free to the homes of students and recent third level graduates (Advanced vocational diploma, Technology diploma, Bachelor of arts, University degree...). The article includes a presentation of the company and a Corporate HR advert. Objectives: reinforce Accor Services employer image and present the career opportunities.



- A HR “Your smile, Your future” advert. was also published in Transfac-L’Express. This magazine is printed in almost 200 000 copies and distributed for free in Universities, Business Schools and Institutes of Technology.



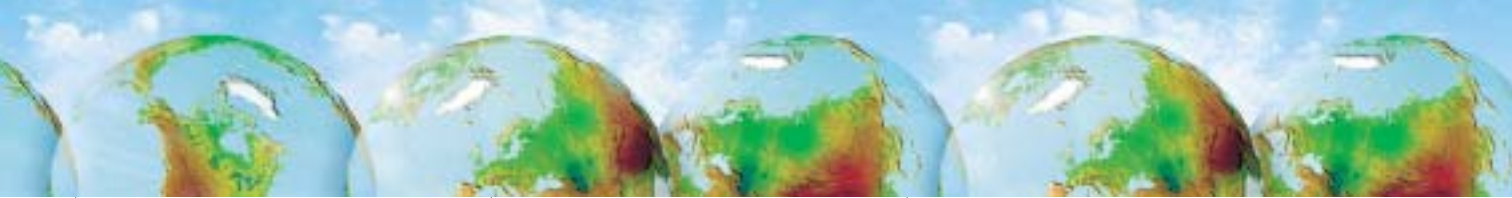
HUMAN RESOURCES MARKETING

- Two other HR “Your smile, Your future” adverts were published in the magazine “imagine ton future” (imagine your future). This bi-monthly magazine is printed in 225 000 copies and distributed for free in secondary schools.



- A double page on Accor was published in the 2009 issue of the “Guide to the 500 best employment sites”. This reference guide for young workers and future graduates is printed in 45 000 copies and distributed for free in universities, business schools, employment forums, trade fairs, career advice organisations and can also be found at news agents. The article includes a presentation of the company, its recruitment and careers website and a Corporate HR advert.





► Germany

Accor Germany participated in the forum “YOU”, the biggest employment forum in Europe. 141 000 visitors were informed on the professions, apprenticeship opportunities and career possibilities in the Group. Accor apprentices were on hand to speak of their experience with Accor. Also on the agenda: cookery demonstrations and the possibility to meet with Hotel Managers.

► Australia

The HR teams of the Accor hotels in Brisbane were at the “Suncorp Stadium” during a trade fair/ exhibition for the employment of Aboriginals. The aim: present Accor Hospitality, its brands and the career opportunities within the Group. Around 1 600 people came to this event looking for positions with the companies present. Accor was the only representative of the hotel industry during this event and attracted a large number of people.

► China

The Human Resources teams of Accor China are preparing various Human Resources Marketing tools, together with the Accor Human Resources department. These tools, based on the Human Resources communication campaign “Your smile, Your future” and adapted to Chinese, are being created for use during employment forums and schools’ presentations. The aim is to enhance Accor’s employer image, in particular among the country’s students.

► France

• According to a survey published in February in the French daily “Les Echos”, Accor comes out 13th in the ranking of “Company image according to management”. Carried out by Publicis Consultants and the Ifop institute, this survey questioned 1 600 management representatives in the private sector on the overall image they have of 80 big French companies.

• The new communication and recruitment campaign was used at the Paris Pour l’Emploi (Paris For Employment) trade show, the biggest employment trade fair in France. The Accor HR department and the Employment department participate in this show that welcomes more than 50 000 visitors every year.

• Accor was also present at the European Education Trade Fair in Paris during which demonstrations on the theme “Chocolate” were organised for the visitors by the Lenôtre teams. Numerous students came to the Accor stand for information on the services and hotel and restaurant professions and they could sign up to the professions blog [workingataccor](http://workingataccor.com).



► Portugal

The Group's new communication and recruitment campaign was used during a forum at the Estoril Hotel and Tourism school of management, one of the most prestigious tourism and hotel management schools in Portugal. This event was an opportunity for Accor Portugal to make contact with future professionals of the industry, and to provide them with information on the Group and advise them in their choice of career.

► Singapore

The Grand Mercure and Novotel hotels of Singapore participated in an employment trade fair called "Tourism Careers 2008". The aim: promote Accor's employer image, present the Group's professions and inform potential candidates. In all, Accor received almost 800 applications in 4 days. The trade fair's jury also awarded Accor with the prize for "Best Stand Design".

► Switzerland

The Human Resources departments of Accor Hospitality Switzerland and Europe, Middle East and Africa participated in the first Forum organised by the Swiss Education Group (SEG). The SEG is made up of four hotel management schools and around 3 000 students. Coming from 60 different countries with varying degrees of third level qualifications, the students from the four schools met with professionals and recruiters from twenty hotel and tourism brands including Accor.

► Vietnam

An "Accor Career Fair 2008" event was held at the Sofitel Plaza Hanoi in Vietnam. Students from 12 of the town's universities participated. The aim: inform them about career opportunities in the hotel business and attract new talents to this expanding industry. The participants had the opportunity of meeting with Accor employees from the various hotel departments.

RELATIONS WITH SCHOOLS AND PARTNERSHIPS

■ Schools presentation guide

The Accor Human Resources department has put on line an “Accor employer” presentation for schools. Available in English and French and downloadable directly from the Intranet (Human Resources section), this presentation is the perfect communication support for presenting the Group and its professions to students, from secondary school to post graduate level. Among the themes covered: a presentation of the Group and its brands, the advantages of working for Accor, and a complete panorama of the professions in the hotel and service industry. Each country can change the language of the presentation and integrate elements relevant to their job market, in particular the education system and social benefits.



Accor Schools Presentation 2009

A presentation in the image of the Group

■ Relations with schools are an essential component of our HR policy in terms of attractiveness and promotion of our professions.

It is within the frame of these relations and Group representative visits to hotel and tourism colleges and other education establishments that you will present Accor to students. To ensure that this presentation is complete, coherent and up to date, we have prepared a new Accor presentation with the brands, professions, opportunities and advantages.

■ Direct access to the download page >>

Follow the guide

PDF documentation is available to allow you to familiarise yourself with this new presentation in the best possible conditions:

■ Download the Accor Schools Guide, GB version

your smile, your future
ACCOR

■ Discovering professions

• As part of “DP3” option (Discovering Professions in 3rd year - the year in which students choose their orientation in France), a programme implemented by the National Ministry for Education in France to enable students to discover different professions, the Accor HR department invited Parisian 3rd year students to spend a day at the ibis Paris Bercy. The objective: present the hotel and restaurant professions, and promote them through on the job experience. The students were divided into sub-groups and accompanied by the heads of department and experienced the organisation in the hotel through 5 workshops: kitchen, restaurant, reception, rooms and technical services. This kind of operation is implemented in many countries.



• Accor has put together a catalogue in partnership with ONISEP (National Organisation for Information on Education and Professions) for the secondary school students. This partnership corresponds to educational teams' demands for better adapted teaching resources and a better understanding of the business community. In this catalogue, based on the Accor Group's organisation, the two main activities, hotels and services, are presented: their dynamics, their prospects and their jobs. The large range of professions, the Group's international dimension, the impacts of the changes in customer behaviour and sustainable development are just some of the elements presented to introduce these activities to students.

With this partnership, Accor is participating in a teaching effort for youngsters, while sensitising them to the hotel and restaurant industry and the professions available in the Group. To facilitate this work, the catalogue is in two parts: presentation of the company and its evolutions with the points of view of experts, employee testimonials and reports, and learning activities including one in English, thus bringing students to the heart of these topics.

■ “School-company” week

As part of a partnership with the National Education system, Accor participated actively in “school-company” week in France. The aim of this week is to link together training establishments and companies. Information for youngsters, their families, and National Education staff, teaching actions... For five days, hotelF1, Etap Hotel, ibis, all seasons, Suitehotel, Mercure, Novotel, Pullman and Sofitel hotels all over France were open to hundreds of second and third level students and teachers. This operation was initiated by the Accor Hotels France Employment department. The aim: highlight and promote the hotel professions. In all, over 40 hotels participated in this school-company week and over 600 people came to meet the hotel teams. Here are a few examples of local initiatives:

- More than twenty hospitality professors were invited to the Academy Accor France to be trained on the new methods for optimising hotel management. The aim of the two days, hosted by Revenue Management experts, was to train the teachers so that they can incorporate these new elements into their training courses for students specialising in Reception and/or Accommodation. Discussions with the Revenue Managers, heads of Reception, visit of the Accor Academy: the days were intense and enabled the participants to update their knowledge.



RELATIONS WITH SCHOOLS AND PARTNERSHIPS

- Seven youngsters from the Second Chance School in Paris were invited to the Suitehotel Rueil Malmaison to discover the Reception, Technical and Rooms professions. The role of the Second Chance School is to help unemployed youngsters, having left the education system with no qualifications,



to integrate the community professionally and socially. On the day's agenda: visit of the hotel, reception, Boutique area, information on professions, job descriptions and career possibilities in the Group. This was the ideal opportunity for youngsters considering a career in the hotel industry to confirm their wishes.

■ Schools forums

As part of the Company Forums organised by the French Business Schools, the Accor HR department visited the campuses of Audencia (Nantes), ESC EM (Tours-Poitiers), ESC Rouen, EDHEC (Lille-Nice), EM Lyon, ESC Reims and the Grenoble School of Management, to promote the Group's image and professions. The students were informed on the different career possibilities with Accor. This "Campus Management" programme already exists in many other countries.

■ **Professions challenge**

For the latest edition of the Hotel Professions Challenge for Accor Europe the Middle East and Asia, nearly 1 000 employees participated in the national challenges organised in 19 countries. 46 Group employees from all over the world came to defend their profession and their know-how in the grand final of the challenge. The candidates were tested on real life situations close to Paris, at a School in Saint Quentin en Yvelines for the cookery test and at the ibis Paris Berthier for the reception and restaurant tests. The jury was composed of Operational and Human Resources managers from the Group. Three winners were rewarded per category during the prize-giving ceremony attended by Gilles Pélisson.



■ Employment centre

Accor and the French Employment Centre (previously the ANPE and the Assedic network) renewed the partnership agreement for employment in France. This three year partnership aims to develop and strengthen the relations between Accor and the Employment Centre. The agreement was signed at the Odyssey head-quarters in the presence of around thirty people, Accor employees and representatives of the Employment Centre. Among the actions in this partnership: recruitment “by simulation” of 22 of the 37 employees chosen for the opening of the ibis Marseille Euromed. Recruitment by simulation entails fictitious, in situation testing, with no consideration of the candidate's experience or qualifications. This agreement should enable the French hotel brands to fulfil their objectives: encourage the professional stairway, hands on management and diversity.



■ Schools ratings

For many years, Accor has implemented a policy of recruiting, integrating and maintaining young graduates by offering them real career development prospects. It is due to this policy, its international element and the respect of the Group's values that Accor often comes out in the top few companies preferred by top Universities. Following a survey carried out by Universum, Accor takes 11th place in the 2008 rating of the companies preferred by recent Business School graduates. Over 5 600 students were questioned on: professional characteristics, educational profile, industry, geographical situations, career perspectives and possibilities to progress, employer image... Accor gained 3 places on the previous year's rating.

In the Top 100 Ideal Employers for 2009 voted by Business School students, another rating published by Universum, Accor comes out 25th. The survey was carried out among 9 700 students in France.

The Group also took 16th place in the Top 100 preferred recruiters voted by future graduates of Business and Management Schools published by the Trendence institute. Over 22 000 answers to the question: "To which companies will you most likely apply once you have qualified?" were collected in 134 Schools in France to establish this list.



► Brazil

The Accor Hospitality economy sector is associated with the Castelli Hotel Management School in Rio Grande do Sul, for the recruitment of its employees. The economy sector will participate in training these students through classes and conferences. The selected candidates will undergo management training and will do an internship in ibis and Formule 1 hotels.

► Canada

As part of a partnership between the two establishments, 19 students from the Sainte Famille Catholic Secondary School spent time at the Novotel Mississauga to discover the restaurant professions (cooking and table service). These students are currently following a hotel course and were able to participate in an on field experience in this Group hotel.

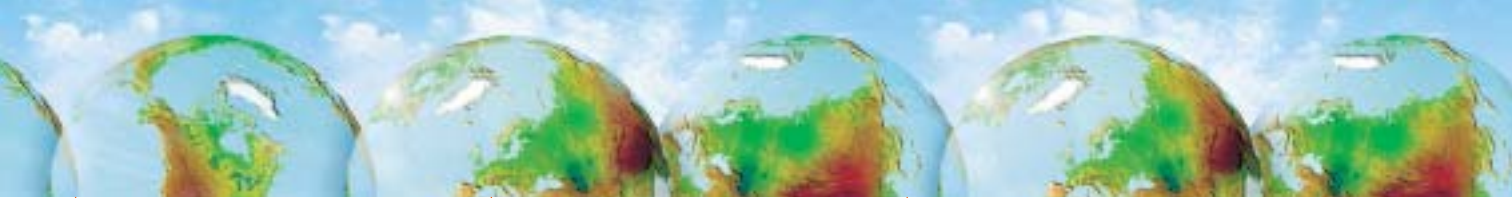
► China

In partnership with the National Ministry for Education and as part of the “Manager ibis in China” training programme, eight Chinese students have arrived in Paris for a traineeship in one of the brand’s hotels. This four month traineeship terminates a year of training at the René Auffray hotel school in Clichy. The aim of the programme: provide the students with the means of taking a management position in an ibis hotel in China after having obtained an advanced vocational diploma in France. Before beginning their traineeship, an integration day was held for the students who will follow two more years of training in France and another four month traineeship with ibis before returning to China.



► Spain

- Representatives of ibis, Etap, Formule 1, Pullman, Novotel and MGallery participated in a workshop organised by the prestigious Ecole d'Hôtellerie de Galice. They organised interviews to select new candidates for recruitment in all Group hotels.
- The HR teams of Accor Spain also visited the CETT Hotel School and the University Autonoma de Turisme Bellaterra in Barcelona. On the agenda: participation in a workshop and interviews with the students to offer them internships in Group hotels.



► France

• Mr. Nicolas Sarkozy, the French President, invited the heads of big companies, encouraging the employment of youngsters, to the Elysée Palace. Gilles Pélisson participated in this meeting with 10 young trainees currently on sandwich courses with Accor.



• Accor has implemented a programme called “L’hôtel A la lettre” in France to fight against illiteracy following real situations observed in hotels. This training aims at increasing skills of each employee and strengthening trust between the teams. The training contents and tools have been validated by the French Hotel Training department in partnership with “ALCIA” (a French association fighting against illiteracy). These contents were defined thanks to documents used by employees every day.



► Singapore

An agreement has been signed between the Nanyang Technical school and Accor Hospitality. This agreement stipulates that each year thirty students will follow a six month programme in three Accor hotels in Singapore. Objectives: enable them to experience the three Accor brands in Singapore, Novotel, Mercure and ibis, and experience operations so that they acquire the skills required for the hotel professions.

► Thailand

In partnership with UNICEF and as part of the “Youth Career Development Program” (YCDP), programme to promote employment opportunities for youngsters, 10 permanent positions were offered to students having undergone 5 months training in the country’s Accor hotels.

TRAINING

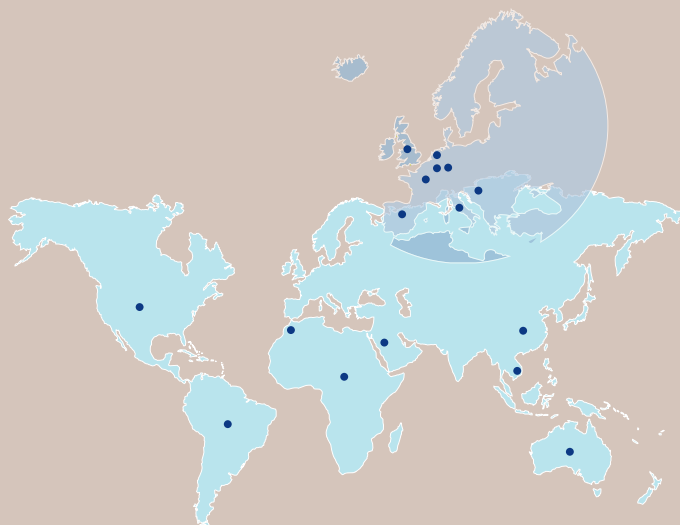
■ Accor Academy



The Academy Accor, the Group's corporate university, consists of a network of 16 Academies on five continents, each with its own team dedicated to employee training. Thanks to this international network of 70 permanent trainers

and 90 certified training correspondents and thanks also to the worldwide network of partners and the new technologies that have been implemented to enable training in the work place, 336 000 training days were organised during the year in which over 160 000 people participated. A dedicated Academy Accor site on the Group's Intranet provides all information and news on training offered by the Academy Accor: the new international and national programmes per brand, new e-learning software, bibliographical references. It facilitates contact between Accor employees and Academies in the world.

• Network of Accor Academies in the world



■ **Accor, the keys to success**

As in previous years, thirty young graduates of third level education having recently joined Accor, participated in the “Accor, the keys to success” seminar organised by the Académie Accor and the Accor Human Resources department. Throughout the seminar, these young employees got to meet operational and functional managers and were introduced to the Group’s numerous activities. Various presentations were also made on support functions such as: finance, construction, hotel sales distribution, marketing...



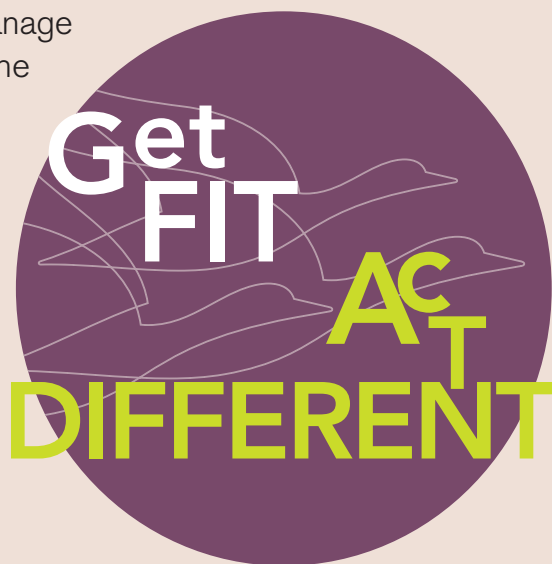
■ « Get Fit, Act Different »

During the “Management Seminar 2009”, Gilles Péliesson, accompanied by the members of the Executive Committee, made a presentation on the theme “Get fit, act different”. This theme, chosen to mobilise each and every employee to help the Group keep going and continue to develop over time, is based on three main principles:

- think “Group” before thinking “brand”, “hotel” or “country”;
- make decisions quickly and always explain them to the teams;
- maintain long term vision for projects running over several years.

Common objectives have also been defined.

Amongst others: prioritise projects, manage costs, innovate and act relentlessly. The 300 participants then participated in work groups leading to action plans which will be implemented.



■ **Accor management ethics**

The Accor Human Resources department, with the help of the Legal and Communication departments and the entire international HR network, have put together the Guide to “Accor Management Ethics”. The Guide was introduced by Gilles Péliesson at the “Management Seminar”. This reference manual is made up of three parts: “Smile at employees, Our management principles”; “Rules of business, Company belongings, Respecting people, Respecting laws and integrity policy”, “Company and Environment, Our responsibility, Our commitments”. The participants were each given a kit in French and English including the Guide in PDF format, a PowerPoint presentation including a video with a message from Gilles Péliesson, and training guidelines to enable them to present the Accor Management Ethics to managers in their teams and to answer any questions. This Guide will contribute to the Group’s performance by encouraging the development of employees and the communities in which Accor operates, and by meeting with customer and shareholder expectations.



■ HR planning of jobs and skills

An agreement on HR Planning (Forecasting Jobs and Skills) was signed with the social partners for the Accor subsidiary hotels in France. This agreement was initiated by the Hotels France management and applies to all the subsidiary Accor hotels in France. Two explanatory brochures, one for the managers of these hotels, and the other for employees, have been produced. Each person can also consult the intranet site dedicated to this HR Planning programme and on-lined by the Hotels France Human Resources department. This agreement provides an opportunity for employees to think about their future career, and for the company to implement the means of accompanying the careers of these employees. Work groups are gradually being set up to work on the promises made

in this agreement. The aim of HR Planning is to enable employees and the company to better anticipate the changes in jobs and skills requirements, both for employees and for the company, depending on the environment and company strategy.



■ Pay and benefits

Supported by the Academy Accor, the Pay and Benefits and HR development teams of the Accor HR department organised 6 training sessions on the Hay method for appraising jobs, run by the Hay Group. In all, 38 representatives of different Accor professions and units from all over the world have already participated in these regularly programmed training sessions. The aim is to spread this method, adopted by the Group, as widely as possible, by identifying, training and maintaining a network of internal appraisers, and by establishing clear rules for validating appraisals depending on the level of responsibility. A “Club Compensation & Benefits Accor” intranet has been made available to HR managers giving them access to appraisals that have already been carried out on certain positions. It is a privileged and secure information space enabling managers to discuss topics such as Pay and Social Benefits. Updated regularly, it provides a large range of methods and analysis and management tools: documents on the main principles and policy of the Group’s Global Benefits policy, presentation documents, processes, and forms used at Accor. The Accor HR department also set up a partnership with the Hay Group relating to all countries and professions and enabling units to obtain preferred rates with this consulting group.

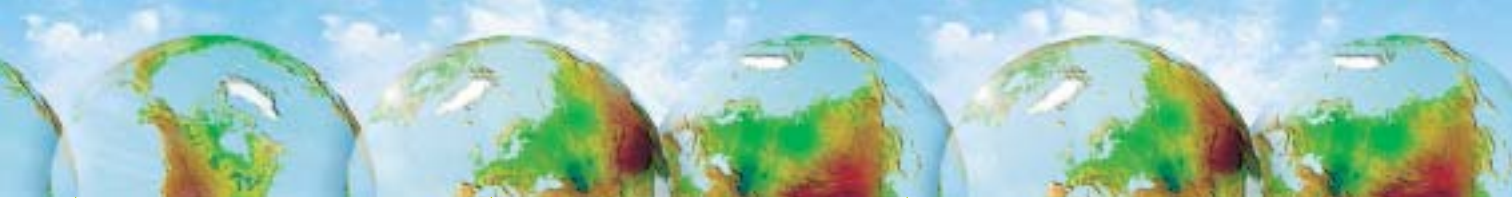


■ **Hydro therapist certificate**

As part of an effort towards better recognition of spa professions, Accor Thalassa wishes to acknowledge the hydro therapy teams by enabling them to obtain a professional qualification recognised throughout the profession: the CQP (Certification of Professional Qualification) Hydro therapist. To prepare the implementation of this new CQP, twenty trainers – hydro therapy heads of department (or assistants) and experienced hydro therapists – were trained to carry out appraisals in on the job situations. The first training sessions have taken place and 18 people have acquired their Hydro therapist CQP and have also undergone training to enable them to integrate, inform and support people on professional training contracts in their spa. For Accor Thalassa, this qualification completes the training programme on new therapy protocol implemented by the brand and provides a structure for hydro therapy training.

■ **Business ethics**

The Accor Services head-quarters teams have implemented a training programme on Ethics in Business, which took place in Sao Paulo for all the country's Managing Directors and their employees in charge of sales development. The aims of this two day seminar: inform these management teams on the different risks with which they are confronted in their activities and define preventive measures to implement as required.



► **Germany**

- The Academy Accor Germany provides employees with the opportunity to accumulate ECTS (European Credits Transfer System) points through their professional training with Accor. The ECTS points system was developed by the European Union to facilitate the comparison of educational programmes in the different European countries. By accumulating credit through their Accor training sessions, the beneficiaries of the Academy's programme will have the possibility of validating qualifications recognised throughout Europe.
- The Academy Accor Germany has launched the "Académie Accor Germany Online" (AAG Online). This online training offer provides flexible tools and aims to provide adapted solutions to new challenges in terms of training and the transfer of skills. With web training, conferences and online tests, AAG Online has made to measure

solutions for specific employee requirements and facilitates their access to training.

► **North America**

- The Academy Accor North America organised a one week seminar to help employees better understand the Phoenix project. More than 20 training and information sessions were held for Group employees at the Dallas head-quarters. The seminar began with a lunch to which 160 employees were invited. The aim: discuss the next initiatives to incorporate in the Phoenix project. The Phoenix project is the strategic vision to reach the Motel 6/Studio 6 objectives on the economy hotel market by 2010. The main lines of the project: development, sales turnover, manpower and performance, "One team, One vision".

- The Academy Accor North America organised a training session on the new tool "Accor Online University". The participants learned to use this on line tool created to help them reach their personal and professional goals. Over 40 employees were trained during this session.
- The Academy Accor North America ran a pilot on a new training module called "The dynamics of change". On the agenda: analysis of the processes of change and the impact on pre-established objectives. The module involves a lot of interactivity and discussion and is based on real life applications. Following the success of this operation, the module will be more widely deployed in particular through a new e-learning version.

► Australia

- Accor Australia has launched the first version of its “Finance Graduate Management Trainee Program”. The aim: train young Australian graduates wishing to work with the Group, through on the job training periods and individual training programmes. This 18 month training course is based in Sydney. During their training the participants of the GMT programme dedicated to the finance professions will carry out three six month training periods in Group hotels.

- The Academy Accor Australia has launched three new Sales training sessions for the operations teams. The aims: help employees to better understand the needs of their customers and implement daily challenges in each region to share best practices with the experts. The training sessions are deployed in Sydney, Melbourne, Adelaide, Perth and Brisbane.

► United Arab Emirates

As part of a government run programme “Emirates National Development” to integrate the local population in the job market, Accor Middle East is offering a training programme on the hotel professions solely intended for local Emirates. The trainees that complete this training will be offered a position in an Accor hotel in the United Arab Emirates.

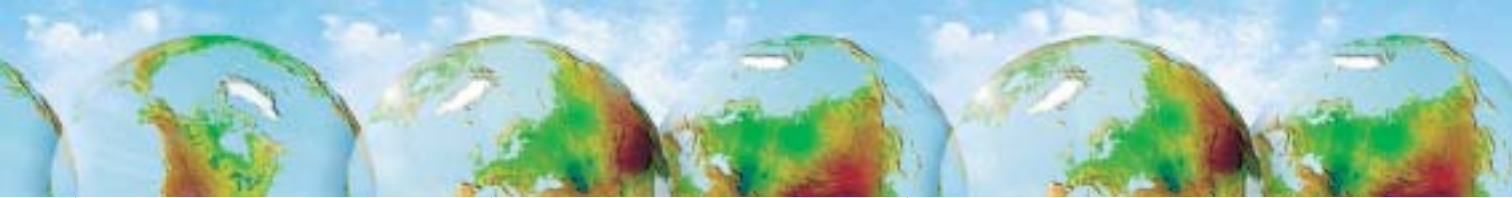
► France

- The Academy Accor France has deployed a specific training programme for the Compagnie des Wagons-Lits sales teams: “be active in selling”. The objectives: encourage the return of “eating at your seat” in some TGVs in addition to the bar area, make the most of the first instants of contact and be aware of the importance of “non verbal” elements in customer relations (attitude, smile...). Also on the agenda: elaboration of sales pitches adapted to the context and how to handle objections. At the

end of the training session, each participant formalises a personal action plan in a booklet which can be used as a base for discussions with management. Over 400 sales persons from Compagnie des Wagons-Lits were trained.

- The French intranet site “2009 training offer” has replaced the paper catalogue and enables managers to put together and validate their annual training plan with the tools set up in Accor Training. The 2009 training offer will be enriched and updated throughout the year.

- The Novotel HR and Marketing teams along with the Academy Accor France and with the support of the Sustainable Development department, have designed an e-learning tool to train all the Novotel employees on the importance of sustainable development and the role of the hotel in the environment. This is one action among many others in the effort to implement “Green Globe” certification across the entire Novotel network.



► Hungary / Slovakia

The Accor Hospitality teams of Hungary and Slovakia have launched a new programme for developing talents at the Academy Accor Hungary. The aim of this programme: train future managers for the Group. The participants were chosen via an evaluation process and individual interviews. The 18 month programme aims to develop their leadership, management, self-knowledge and communication skills... At the end of the programme, each participant writes a thesis and presents it to the company's Executive Committee.

► Italy

A "Train the Trainer" session was held at Novotel Bologna to mark the official launch of the activities of the Academy Accor Italy which recently integrated the network of Accor Academies in the world.

► Morocco

- A lunch, prepared and served by the apprentices from the Marrakech and Agadir Apprenticeship Training Centres, was organised in the two towns' Sofitel hotels in the presence of the hotel managers, heads of department and apprenticeship supervisors. This lunch is taken into account in the final exam which ends the apprentices' training and prepares their professional integration. Since the launch of this project, 36 apprentices from the first promotion have integrated Accor hotels in Morocco. The 104 graduates from this year received a diploma.

- The Academy Accor Morocco have launched and distributed their 4th training catalogue among the country's head quarters and hotels. It contains over 70 training courses all themes included: management and development of potential, customer relations, sales, marketing, maintenance, hygiene.

► United Kingdom

A presentation of the results and actions carried out in the "Management Development Programme" (MDP) was given to managers, Operations Managers, zone managers and GMs. The MDP is a training and career development programme implement by Accor Hospitality United Kingdom. Among other projects announced to increase sales: send the day's menu to hotel customers by e-mail and encourage satisfied customers to leave comments on tourism and travel web sites. Since 1997, 131 employees have participated in the programme, of which over half have become General Manager either locally or abroad.

MOBILITY AND CAREER

■ International mobility and expatriation

Internal mobility is a source of development and performance and is beneficial for employees and for the Group. The Group has made several rules to encourage mobility, such as the principle of “discover a new position every five years” or the necessity to have worked in two different brands or two different countries during one’s career. Accor has made mobility a major element of its Human Resources policy and mobility rates have progressed 18%. With this in mind, the Group has deployed:

- a mobility booklet distributed widely to provide employees with information on the requirements for a position abroad;
- a programme to inform and support high potential managers in international mobility. Accor’s objective is to identify each year 5% of

managers with a potential for international mobility. The International Mobility and Expatriation department has set up a programme of information and support on the theme “Broaden your horizons”. Among other elements it includes a communication campaign declined in internal media, a meeting kit for managers and training modules for preparing expatriation candidates.

The International Mobility team also assists mobility candidates and their families so as to facilitate the move and integration in their new country. For more information on International Mobility, a dedicated website is available on the Intranet.



MANAGEMENT

■ Success

SUCCESS, a tool for managing careers and mobility for Group managers and executives, is currently being deployed. The aim: provide a global view of all the management positions in the Group and their availability so that everyone has the means of anticipating their career moves and preparing for the future. Nearly 1 800 user accounts have been created already in 32 countries.

A communication kit has also been developed to enable Operations managers and Country MDs to present SUCCESS to their managers. This kit includes a video of Gilles Pelisson, a PowerPoint presentation of the project and Espace Collaborateur and Espace Management brochures.





■ “MOVE” programme

The French HR department has launched the “MOVE” programme (Voluntary Operational Mobility of Employees) to encourage the mobility of employees within subsidiary hotels and optimise operations resources during low activity periods. The aim: enable motivated employees to discover another hotel during an assignment period (from one day to several months). A bonus is included if the assignment requires changing town or city. This programme exists in Sofitel, Pullman, MGallery, Novotel, Mercure, Suitehotel, ibis and all seasons. The MOVE assignment offers are on **AccorJobs**.

► Belgium / Luxemburg

Nearly 40 employees from all brands and all departments were brought together for “Mobility Day”. Based on the International Mobility kit “Broaden your horizons”, this information day was organised for all employees wishing to work abroad. Each person that attended this mobility day has been given the opportunity to present their personal mobility project.

► Thailand

Accor Thailand has chosen 13 employees to make up the 11th promotion of the “Hospitality Exchange Program” carried out in partnership with universities. The aim of this programme: facilitate mobility opportunities towards hotels in Belgium and the Netherlands. The programme takes place twice a year for a 6 month period.

MOTIVATION AND APPRECIATION

■ Innovaccor

- A new version of the Innovaccor Intranet site is now on line. New: a selection of 400 ideas sent in by the employees of the hotels participating in the Innovaccor programme summed up in English and French. This selection is available to all Group employees and is particular aimed at managers so that they can apply these ideas in their units. The selection illustrates the best practices implemented in all countries and Group activities. It is a wonderful source of innovation for managers looking for ways to reduce costs, optimise the quality of their service or boost sales for example. A search engine enables users to quickly find the original idea in its entirety and original language. Videos are put on line to highlight a given idea presented and explained by the employee in question.



- Innovaccor is now deployed in all hotelF1 and Etap Hotels in France. The ideas expressed by the hotel managers can be validated as best practices by the Operations managers and duplicated in the hotels of the two brands. On the programme for the first two national challenges: “transform a customer’s request for information into a sale” and “What name for the loyalty cards for hotelF1/how to sell them in the hotels?”. Challenges will be organised regularly and there will be rewards for the best ideas.



MOTIVATION AND APPRECIATION

■ Bernaches

Every year the Bernaches are awarded in recognition of exemplary actions carried out by employees around the world who have shown their capacity to contribute to the Group's success. The 2009 Bernache rewards ceremony took place in Paris at the Novotel Paris Est during the "Management Seminar". 11 Gold Bernaches were awarded in the following categories: Spirit of Conquest, Performance, Respect, Trust, and Accor Spirit. A team Bernache was also awarded.

Fifty-seven Silver Bernaches were also handed out during local ceremonies in the relevant countries and at the Odyssey headquarters in Paris. A dedicated site has been set up on the Intranet to present all the winners and their actions.



■ **New Carte Bienvenue**

On all continents, welcoming someone is a sign of friendship, mutual respect and openness. Accor perpetuates this tradition by giving each employee with one year's seniority a Carte Bienvenue (Welcome Card), a symbol of belonging to the Group which provides reductions in the different units. At the launch of the new card, Carte Bienvenue days were organised at the Accor headquarters.



A personalised kit with their card and a user booklet detailing the corporate advantages was given to the employees. To respect the environment, recycling bins were installed to collect the old cards. Over 70 Carte Bienvenue representatives the world over are handling the distribution of new cards to employees.

The Carte Bienvenue site has also been redesigned. Easier to use, it declines the new design and permanent benefits as

well as presenting temporary offers. Also new: an upcoming tool for operations teams providing the possibility for hotels to create special offers which will be integrated in the Carte Bienvenue site within 24 hours.



■ Internal opinion surveys

Over 116 000 Accor employees in the world were questioned during an opinion survey organised by their department, in collaboration with the Accor Human Resources department. The number of participants involved in these surveys has doubled in comparison to last year. The participation rate reached 76%, proving employee's acknowledgement of this programme. The surveys enable them to express themselves on their working conditions, career development projects, etc..., so as to implement pertinent action plans.

► Latin America

The Latin America Bernache ceremony took place at the Novotel Center Norte in São Paulo with 350 guests. Twenty-three teams from the South American continent were rewarded for their performance throughout the year.

► Asia - Pacific

The awards ceremony for the regional project "Textures of Asia" took place for Thailand, Cambodia and Laos. This project was also deployed in Malaysia, Indonesia and Singapore. It is an employee recognition programme to reward the year's best employees in each of these countries for their remarkable actions in line with the Accor Values.

► Australia, New Zealand, Fiji

• The seventh final of the "I Build Smiles" employee appreciation programme took place in Sydney with the 11 finalists from Australia, New Zealand and the Pacific. Three employees were rewarded.

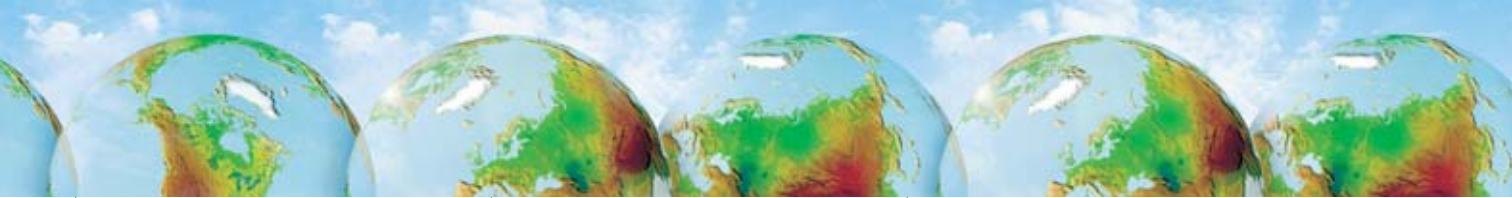
Heather Holmes, the overall winner, won a one week holiday for two in Paris and a 1 000 dollar bonus. The aim of this programme is to reward Group employees for their exemplary performance during the year in line with the Accor Values.

• The employees of Accor Australia and New-Zealand participated in an opinion survey to gauge their commitment and job satisfaction. Over 7 000 employees (89% of the workforce) were questioned.

► Austria

• Accor Hospitality Austria held their annual "Golden Bumble Bee" awards, rewarding employees for their exemplary actions during the year.

The Bumble Bee is the symbol of the Accor Hospitality Austria corporate project which involves five different categories, each of which represents one the Group values.



- An opinion survey was sent to all employees of Accor Hospitality Austria. The questionnaire was developed together with the Accor HR department. The survey was carried out on line by 82.5% of employees. 85% of those that answered state that they are confident in their future with Accor and 90.5% are proud to work for Accor.

► **China**

Gilles Pélisson was at the Chinese headquarters of ibis Shanghai to present the country' ibis employees with their Carte Bienvenue after their first year of working with Accor. Over 100 employees represented by their heads of department received their Carte Bienvenue.



► **France**

The results of the internal opinion survey carried out among the employees of Etap Hotel and Formule 1 France have been communicated. The participation rate has progressed from 48% to 51%, and from 56% to 94% for General Managers. The results show a big improvement in employee satisfaction: improved working conditions, better team spirit, more autonomy, improved balance between professional and private lives, confidence in the future, and improved relations with the direct report. Some areas of improvement have also been identified and action plans will be prepared to continue to improve the satisfaction of Etap / F1 employees in France.

► **India**

A survey on the commitment of employees at Novotel Hyderabad and Hyderabad International Convention Centre was carried out among the teams. Nearly 95% of employees answered this questionnaire either on line or on paper.

► **Morocco**

Accor Morocco acknowledged their “best employees of the year” during a ceremony organised at the ibis El Jadida. Twenty seven winners from all the Group units and hotel functions were honoured.

SOCIAL AND SOCIETAL PO

■ **European employees committee**

The Group's annual Employee's Committee was once again held at the International Labour Offices in Geneva. The aim: continue to encourage social dialogue. After the traditional presentation of the Group's results, perspectives and the strategic actions that have been implemented, the committee members were invited to ask questions answered by Gilles Pélisson

■ **Social advice**

Social dialogue is encouraged during the meetings of the Social Advice commission, an exchange group that meets regularly, and ensures informally, the relations with union organisations. These meetings deal with important problems above and beyond the subsidiaries and certain strategic cases.

■ **Company wide agreements**

Over 30 company-wide agreements were signed in France in one year with union organisations. This number illustrates the onus on social dialogue at Accor.

POLICY AND ACTIONS

■ Profit sharing

- Accor has defined the conditions of the employer's matching contribution and the possibilities for employees to invest in the Accor Corporate Savings Plan in France. The Accor Human Resources department has issued a brochure on the "Accor 2009 Corporate Savings Plan" which was distributed, with the pay slip, to all the French employees concerned. This information document stipulates the rules and conditions of the Accor Corporate Savings Plan. The Corporate Savings Plan is once again completed by the Tesorus Epargne programme which enables employees with one year's seniority to make voluntary payments matched by Accor, materialised by a booklet of twelve tickets.

- As part of a Group agreement involving over 130 companies in 2008, employees can participate in company results. The overall amount of the participation for 2008, paid in 2009 was 18 million Euros paid to 30 029 employees. A letter from Gilles Pélisson was sent to employees, together with an information note and a description of the amount paid and the rules for payment.



- Profit sharing agreements linked to performance and the obtaining of company results have also been signed, most often within the subsidiary companies or units so as to be as close as possible to the economic reality of each economic unit.

■ Employee shareholding

Accor regularly gives Group employees in France and abroad the opportunity to buy Accor shares, at preferred rates, as part of capital growth actions. At the end of 2008, 22 408 employees are Group shareholders in over 30 countries, with 0.93% of the Group's capital.

■ Health and safety

A new complementary health insurance collective agreement for Accor employees in France was signed, at the end of April, by the Accor Human Resources department and four union organisations. This agreement brings the existing systems up to date in terms of legal requirements and provides new guarantees for employees; most notably 100% costs covered in the event of hospitalisation. To complete the information provided by the insurance companies, Accor has also put together a brochure detailing all the existing guarantees and how to avail of them, this brochure has been distributed to all employees. In other countries, Accor is continuing its deployment of complementary health and insurance policies according to the specific requirements of each country. The guarantees concern life insurance (such as the payment of a lump sum to the next of kin, in the event of an employee's death), and the payment of medical costs (doctor visits, hospitalisation, maternity, optical...).



■ Social rating

Social reporting is carried out to communicate social criteria to specialised rating agencies who then gauge the company's performance in terms of Human Resources. The most notable criteria are: respect of human rights, training and professional mobility policies, quality of social dialogue, health and security in the work place, sustainable development... Accor completes a questionnaire for 3 social rating agencies: SAM, EIRIS and VIGEO.

- The SAM rating agency (Sustainable Asset Management) focuses on the future impact of company actions in terms of social responsibility. The agency rates companies according to two criteria: investment opportunities or risks in relation to sustainable development. According to the profile established by SAM, Accor belongs to the World DJSI list which includes the best 10% of companies from the Dow Jones list, based on these criteria.
- The EIRIS (Ethical Investment Research Service) analyses over 2 000 companies on the London stock market. Their rating puts Accor in the FTSE 4 GOOD list, which lists the companies working in favour of the environment, developing dialogue with their stakeholders (corporate governance, civil society), fighting the risks of exclusion (activities linked to alcohol, weapons) and supporting the universal principles of human rights.
- The French rating agency VIGEO is co-founder of the SIRI Group (Sustainable Investment Research International Group), an international network for collecting and processing social and environmental corporate information. Their rating puts Accor in the ASPI Eurozone stock market list (Advanced Sustainable Performance Indices) which lists the 120 quoted companies in the euro zone with the best performance in sustainable development.

■ Accor/Ecpat

In line with the Group's Sustainable Development policy and as a caring participant in the tourism industry, Accor is committed to fighting sexual tourism involving children. Accor is informing employees and sensitising customers thanks to a partnership with ECPAT (End Child Prostitution, Pornography and Trafficking of Children for Sexual Purposes). This international NGO is made up of 77 organisations in 70 countries. Accor is the only company in the tourism industry committed to helping ECPAT eradicate this problem. The HR department for Indonesia and Malaysia participated in an SEA regional conference against the sexual exploitation of children. 5 000 employees in Indonesia have been trained on this problem since 2004. In Thailand, the new Accor hotel managers have been informed on the protection of children as part of the "Train the Trainer" initiative. Training sessions have also been held in Bangkok and Phuket for 45 employees.



■ ACT-HIV

As part of Earth Guest's fight against epidemics, Accor continues its fight against the Aids virus. The ACT-HIV programme, launched in the Group at the beginning of 2008, aims to sensitise hotel and services operations managers on the fight against HIV/Aids. The programme is based on a DVD-Rom put together by the Sustainable Development department with the support of the Accor Africa management team, and explains, in six steps, how best to fight this disease. The programme is currently being deployed in all Group units with the help of the country Human Resources managers. The action plan

includes: informing and protecting employees, promoting a non-discrimination policy, encouraging voluntary screening, supporting people with the illness. The ACT-HIV programme was recently deployed in Thailand and a special Thai module was designed for the employees of the Accor hotels in Thailand with the support of UNAIDS, the United Nations programme for the fight against Aids. The aim is to train 80% of the country's employees.



■ Earth Guest Day

Launched to federate the caring company and environment initiatives in the Group, the “Earth Guest” programme is a response to the ever increasing preoccupations around sustainable development. “Earth Guest Day” is the day that represents the high point of all the actions carried out by Accor employees throughout the year corresponding to the commitments of the Earth Guest programme. So, on International Earth Day, Accor mobilised its 150 000 employees around the world to organise actions and events on sustainable development. This year numerous actions were organised to promote water preservation, the programme’s main theme for 2009.



Some examples:

Australia

More than 100 hotels participated in presentations with experts on water preservation. These presentations, giving advice on how to reduce water consumption, were also shown on the televisions in the hotel bedrooms.

Brazil

Nearly 200 volunteers participated in Earth Guest Day in São Paulo, Brazil. On the agenda: sensitisation to the environment and the preservation of the water in the Rio Tietê and fun activities linked to the protection of the environment.

Canada

The employees of the Novotel hotels in Canada participated in “Earth Guest Day” by planting 200 trees with their families and friends. For the third year running, and with 120 participants, they won the challenge organised by Environment Canada (a governmental organisation) for having brought together the most people from one company for an environmental challenge.

China

The teams of ibis China organised a rubbish collection day, in which 90 employees participated from the ibis HQ in Shanghai, other brands and the 5 hotels of the region. Two tons of rubbish, originating from the Huang Pu river, were collected.

United States

The teams of Sofitel and Motel 6/Studio 6 in the United States participated in numerous actions for Earth Guest Day: tree planting, water and energy conservation, cleaning of numerous natural areas...

Hungary/Slovakia

Once again Accor Hospitality Hungary/Slovakia participated in “Earth Guest Day” by planting trees on the banks of the Danube which were also cleaned by over 140 participants: managers, trainees and their families.

SOCIAL AND SOCIETAL POLICY AND ACTIONS

Morocco

Numerous actions were carried out by different units. The employees of Sofitel Marrakech and Sofitel Rabat Jardin Royal respectively planted fruit trees and landscaped a 1 000m² park. The teams of Sofitel Thalassa Marina Smir and ibis Moussafir El Jadida organised massive beach cleaning operations carried out by the hotel employees and other volunteers. At the Sofitel Essouira Médina & Spa, an evening was organised on the theme of conserving energy after a morning cleaning the coast of Essaouira.

Portugal

Around 100 Accor Hospitality and Accor Services employees gathered at “Serra de Sintra” near Lisbon for Earth Guest Day. Various fun learning activities were organised to inform employees on water and biodiversity, and the importance of protecting the environment.

Senegal

The country’s hotels have implemented a system of waste separation for iron, aluminium and other materials. The materials collected are given to the DIAOGO recycling company to be transformed into objects of contemporary art.

Vietnam/Corea/Japan

Around twenty Accor hotels in the three countries and the regional Accor offices in Japan focused their action on water conservation. Numerous initiatives were undertaken, in particular on the topic of water conservation; conferences and visits to water recycling plants were organised, but also actions to clean parks, rivers, beaches... as well as recycling activities.

■ **Accor solidarity commission**

Set up in 1999 in France, the Accor Solidarity Commission helps Group employees in personal and financial difficulty (following family or housing problems for example). The commission involves the HR managers from each unit and headquarters, social partners and some partner companies. The commission meets every quarter and examines each file once completed by the employee's manager, and provides support depending on the situation. Various solutions can be offered to employees: a non reimbursable financial aid, zero interest loan, social assistance to help with administration... There are conditions attached to these aids, the employee must have one year's seniority in the Group and their annual income must be below the Social Security resources limit. In the last two years, the Commission has developed external aid in partnership with other organisations: Solendi for problems of unpaid rent, The Commission HCR Prévoyance (Hotels Cafes Restaurants) who can help to obtain additional financial aid and Aliance 1% Logement who provide financial aid for housing.

■ **Holidays for everyone**

"Vacances Solidaires" is an association based on the idea that everybody should be able to go on a holiday. It is composed of tourism organisations including Accor, but also humanitarian associations and charities as well as local and regional authorities and employee committees. These partners provide poor families with holidays within their budget, to enable them to holiday "like everyone else and with everyone else". A factor of social remobilisation, the programme aims for diversity and a social mixture. As part of the partnership with Accor, a pilot has been carried out to help Accor hotel employees in financial difficulty to go away on holidays. In all more than 5 000 people went on holidays in 2008 thanks to this association.

SOCIAL AND SOCIETAL POLICY AND ACTIONS

■ Solidarity Day

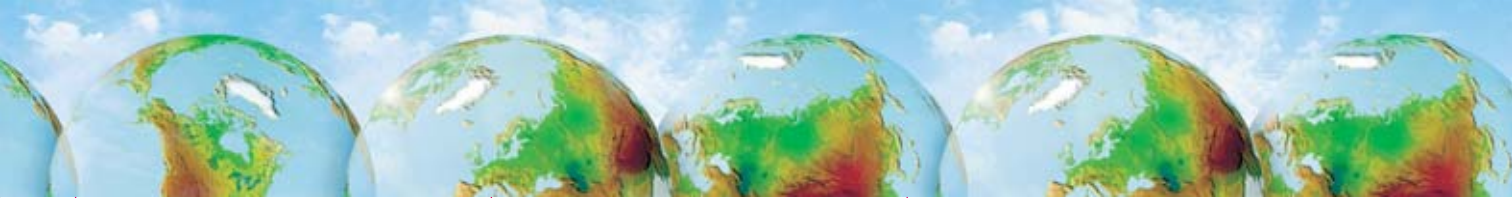
The employees of Accor headquarters all over the world were mobilised on Solidarity Day. Personal hygiene products, clothes, food-stuffs and other essential items were collected for charities helping underprivileged people.

■ Social residence

A dedicated apartment block opened near Paris to house young Accor employees. Forty-eight low rent studio flats are reserved for Group employees aged between 18 and 35. These flats are furnished and the block also provides additional services.



The advertisement features a green header with the ACCOR logo. Below the header, text in French reads: "Vous avez entre 18 et 35 ans... vous travaillez ou vous voulez travailler chez Accor en région parisienne". The central part of the ad shows three images: a modern bathroom, a furnished bedroom with a bed and desk, and the exterior of a multi-story apartment building. At the bottom, a red banner contains the text: "Profitez d'un studio équipé de 20 m² à partir de 472 € dans une résidence avec services située à Lagry (77) à proximité de Paris". Below this, it lists "Plus d'équipement, diversité de styles à votre disposition Services multiples" and "en contact : Service Résidence à l'adresse ci-dessous". The bottom left corner features the "alliance" logo, and the bottom right corner features the "ALF" logo.



► **Latin America**

Around 19 000 tons of food was collected during the “Feeding Day” programme organised by the Latin America Accor Institute. This food was distributed to 68 social assistance institutions.

► **North America**

Numerous fund raising and volunteer actions have been carried out as part of a partnership between the Sofitel Philadelphia and the “Philadelphia Senior Center” situated near the hotel. One particularly notable action of this partnership initiated by the Diversity Committee - the team raised money during a march against hunger for an association fighting famine. The team of Sofitel Philadelphia received the title Volunteer Company of the year and raised more money than any other team during this event.

► **Belgium**

The GMs and employees of the Novotel hotels in Brussels, Bruges, Anvers, Gent, Louvain, Malines and Ypres got together for the seventh “Midi du Coeur” operation. This solidarity action provides a quality meal for the poorest people for the Epiphany. Each hotel was associated with a charity organisation in their region to invite 50 to 60 people in need.

► **Brazil**

The Sofitel Salvador teams have committed to social responsibility campaigns to help local social assistance institutions. Among the initiatives: provide IT material for the region’s universities.

► **India**

As part of its social responsibility actions, a group of volunteers led by the GM of the Novotel Hyderabad went to the Nireekshana association (a NGO supporting children with AIDS and their families) to participate in the enlargement of the clinic.

► **Morocco**

The Sofitel worldwide department has organised a collection of clothes and books, among the teams in headquarters and hotels, for children in the “Darna” orphanage in Essaouira. An “Essaouira suitcase” has been created and travels from Paris-Essaouira-Paris every time an employee goes to the country.



► **Thailand**

The “A Tree for a Child” foundation recently carried out a renovation project on the Mukdahan school situated in the North East of the country. The school has also received various new pieces of equipment over the past two years, thanks to the support of the foundation. The latest project was overseen by the teams of the Pullman Khon Kaen and resulted in the renovation of the school’s canteen and toilets. The funds collected by the foundation come from donations from Accor Thailand employees.

► **Venezuela**

- Throughout the year, Accor Services Venezuela has contributed in the renovation of 16 "Maisons de l'alimentation" (Nutrition houses) in Maracaibo and in training 80 welfare workers. This action was carried out as part of the caring company programme “Alimentation et Equilibre” (Nutrition and Balance), through which Accor Services contributes to improving the nutrition and health conditions of Venezuelans.
- A group of volunteers from Accor Services Venezuela visited the “Obra Social de la Madre y el Niño” institution to distribute toys and food stuffs. The “Obra social de la Madre y el Niño” is an institution for single, teenage mothers in extreme poverty. At the institution, the young women and their children are educated and trained, during classes and workshops, to enable them to integrate the job market.

DIVERSITY

■ Commitments

Respect of diversity has always been at the heart of the Accor's management philosophy. Diversity and the prevention of discrimination in the company are part of Accor's culture and the Human Resources policy. Accor's commitment to diversity dates from the Group's origins and was formalised in 1997 in a "Joint declaration between Accor and the union organisations to fight all forms of discrimination". In this declaration, Accor and the employee representatives commit to fighting all forms of discrimination (based on origins, gender, family situation, health, disability, beliefs, political opinions, union activity, ethnic preferences, nationality, race or religion). These principals have been included in the Group's Recruitment Charter, implemented in 2003, in which item 5 stipulates that "any selection based on non professional motives, religion, age, gender, political opinions, ethnic origins, union support... is forbidden". Accor re-confirmed this commitment in 2007 when signing a Group Contract on diversity in France with social partners.

■ Diversity Managers

))) Managers de la *Diversité* | +++

Following the success of the “Managers Plurielles”, initiative implemented to promote the professional development of women, the Etap Hotel and Hotel F1 teams have committed to the “Managers of Diversity” project which aims to improve the diversity of management and to support the professional development of women, seniors and disabled persons. The idea is to complete the initial project by including other diversity topics so as to eliminate prejudice and share best practices between the different regions and deploy them within the whole network. A first Etap/F1 “Managers of Diversity” meeting was held in Novotel Saclay near Paris. On the agenda: sensitisation of managers through in situ disability experiments, a summary of actions, discussions and exchange of experience. Around a 100 people were present: the Operations and HR Managers, Etap Hotel and hotelF1 GMs and employees and representatives of other brands such as Novotel, Mercure and ibis.

■ Diversity booklet

Accor participated in the creation of a book on diversity called “Towards the all inclusive company”, initiated by IMS-Entreprendre for the inner city and put together by companies in the French CAC 40 stock market system. The booklet illustrates six fictitious stories to show examples of actions taken from real company experiences around key diversity topics: men, women, visible minorities, disabled persons, youngsters, seniors... The aims: share experiences and provide information on diversity related topics.



■ Recruitment/Anonymous CV

As part of the Diversity policy and fight against discrimination, Accor has implemented the anonymous CV on the AccorJobs recruitment site in France and has become one of the pioneers to deploy this tool. Following a test run carried out in the Paris and Lyon regions together with the Diversity department and the French Employment department, the anonymous CV was deployed throughout France for all Hotel, Accor Services, Lenôtre and Compagnie des Wagons-lits activities. The candidate's first and last names, age, gender, nationality and e-mail address are no longer visible to recruiters. The implementation on a national level is accompanied by a training and communication programme.

■ Forums

- At the first diversity forum “Paris Diversité 2008” organised at the City of Sciences in la Villette with numerous guests, Accor participated in a round table on “Diversity and Union for the Mediterranean”: How to transform this common cultural base into a development opportunity for everyone?”. The aim for the Group: use Accor’s development in Morocco as an illustration of how handling diversity is a factor of success and opportunities in terms of image and economic and social policy.
- The second Forum of Cultures was organised by the Novotel Paris Tour Eiffel. Numerous employees exchanged on their diversity through demonstrations of the culture in their country of origin or religion. This Forum of Cultures is part of the hotel’s project “Tous Ensemble, Plus Vite, Plus Loin” (“All Together, Faster, Further”) whose objective is to promote diversity for better understanding and acceptance of everyone.

■ Diversity Europe

For the past 18 months, “IMS-Entreprendre for the Inner City” has been committed to the coordination of a work group bringing together important Europe wide companies committed to diversity, one of which is Accor. Supervised by the CSR (Corporate Social Responsibility) Europe network of companies, around 20 companies meet on a regular basis to discuss best practices and actions to be implemented to promote diversity. The key word: spread the Diversity policy on a European level.

■ Integration of the disabled

The recruitment of disabled persons is one of the aspects of diversity that Accor wishes to promote. Since 1992, a team has been in place in France to facilitate the integration and the maintaining in employment of disabled workers. Accor continues its commitment with the renewing of a Group Contract for France on the professional integration of disabled persons. This agreement was signed by all the social partners and validated by the DDTEFP (Department of Work, Employment and Professional Training), and is an important sign for all Group employees of Accor's position on this subject and commitment to be an example to others. Nearly 50 disabled persons were recruited by Accor France in 2008. As well as this Group agreement, numerous initiatives have been implemented by the MIPH team (Integrating the Disable Project) to promote the employment of these people. Here are some examples:



- Accor is working on the implementation of sandwich course training directly relating to the Group's activities. Training sessions entitled Restaurant Agent and Building Maintenance Agent have been set up in partnership with the AFPA (National Association for Professional Training for Adults) as well as training sessions for tele sales and customer services positions, as part of an agreement between the company LB development and Accor Services France.



- An information and advice booklet “Disability in my company” was distributed to Group recruiters. The aim: answer the questions that could arise on the subjects of recruitment and integration of disabled persons.

- In order to promote the applications of disabled workers among Group recruiters, Accor is offering the possibility to those that wish to create their video CV. This three minute video is sent to the relevant recruiters and is also available to the candidate to be used as they wish. The operation which is carried out in partnership with JobinLive (video recruitment site), has already enabled almost 100 people to create their video CV.

► South Africa

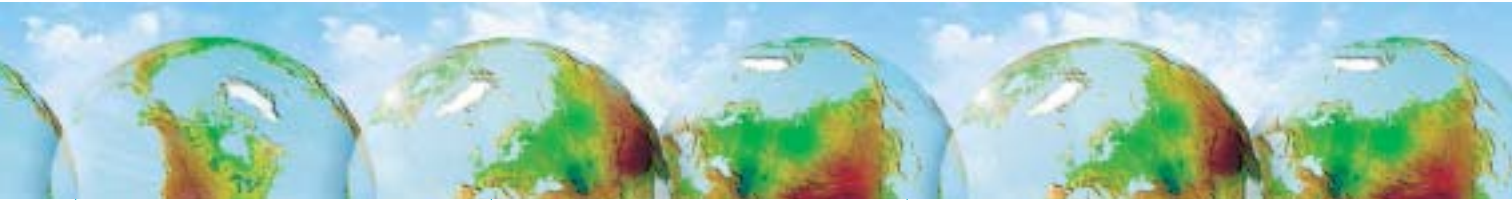
The HR teams of South Africa have set up an equality committee for employment in each hotel. The aims of this committee: promote diversity and fight all types of discrimination and practices contrary to Accor’s Recruitment Charter.

► Latin America

The Formule 1 Morumbi (São Paulo) provides their managers and employees with the opportunity to follow a sign language course. The aim: communicate better with hearing deficient employees. The classes which are organised in partnership with the National Language Institute take place once a week and also increase the quality of services for hearing deficient customers.

► North America

- During “Women’s History Month” and for the fifth year running, the Accor North America Diversity department held its “Women’s Leadership Summit” at the Accor Academy in Dallas. Nearly



120 Motel 6 and ANA head-quarters employees participated in this one day event, with the aim of developing their management skills. The theme “Leadership your way” was emphasised throughout the event. The topics to be worked on: communication, professional/personal life balance and the development of career plans.

- The Accor North America Diversity team welcomed the “Dallas Dinner Table” association for a dinner whose aim was to share opinions on the diversity of origins in the company. During the event there was also a commemoration of the United Nations National Day for the elimination of racial discrimination.

- The Accor North America Diversity Team sponsored a series of “webinars” on the professional development of women. A new topic will be proposed each quarter on this theme. These hour-long “webinars” are open to all Accor North America employees with access to a computer and a telephone.

► France

- The DRE (Regional Employment Managers) got together with the Integrating the Disabled Project for a project called “Handicapte”. This project is for disabled youngsters looking for a sandwich course or apprenticeship in the hotel and restaurant industry. An information day was organised at the Pullman Tour Eiffel so that the chosen youngsters, the apprenticeship centres and the hotel professionals could meet. The afternoon was dedicated to a “job dating” with the managers of the hotels in Paris and the Paris region.

- To combat the recruitment problems in certain professions, and in particular in the kitchen, Novotel and Pullman participated in the action “Young foreign professionals”. The aim: broaden the source of candidates and integrate diversity in the teams. Agreements have been signed between France and certain non European Union countries to enable employees to come to France to work on

temporary visas. This provides them with international experience and enables them to return to their country with new skills.

- To promote equal opportunities, Accor participated in the “plan espoir banlieue” (literally “hope in the suburbs plan”) which aims to improve the support of youngsters from difficult areas and provide long-term access to employment. The Group, having signed the national contract for the professional integration of youngsters from underprivileged areas, provides information on the professions and the hotels and facilitates the access to employment for these youngsters who are part of the town’s employment policy. Thanks to the “plan espoir banlieues” 621 youngsters from difficult areas were recruited by the Group in 2008, and the Group has committed to integrate 500 youngsters over the next 3 years.

HUMAN RESOURCES DIST



■ **AccorJobs**

With quality content adapted to young graduates, the Accor recruitment and careers website comes out 21st out of 100 companies in the “Top Employer Web Benchmark 2009” ranking. This yearly ranking of the most popular recruitment sites is based on a questionnaire completed by over 3 000 French students. It proves the popularity of the HR section of accor.com among the student population. The elements most appreciated by the students are its interactivity and readability.

■ **AXA Santé Grand Prize**

Accor was awarded the AXA Santé Grand Prize for 2008 for its “ACT-HIV” programme launched as part of its policy for fighting HIV/AIDS. The aim of the AXA Santé Grand Prize is to highlight and reward the commitment of private and public companies for the health and safety actions they implement for their employees.

■ **HIV/Aids**

The ACT-HIV Aids prevention programme was acknowledged during the prize giving of the Business Excellence Awards 2008 during the Global Business Coalition on HIV/AIDS, tuberculosis and malaria in New York in the presence of the United Nations Secretary General, M. Ban Ki-Moon. Accor was the only French company nominated in the category “Commitment in the workplace”.

INCTIONS



► Germany

The Accor Academy Germany won gold medal for the best training programme in the country. Last year they won the silver medal, and this year's gold medal is a reward for their "Moonpenny" training programme. The aim of this programme: learn how to cope with customer complaints through different situation scenario.

► Latin America

The Academy Accor Latin America won the "Prix Educator - Best Practices in Corporate Education" awarded by the Brazilian Ministry of Development, Industry and Foreign Trade, in partnership with the Brazilian Association for Corporate Education (ABEC).

► Brazil

• For the 9th time, the Brazilian Ticket brand received the "Top of Mind" award, one of the most prestigious Human Resources awards in the country. The prize giving took place in São Paulo. The "Top of Mind" rewards companies providing high quality products and services to Human Resources professionals.



• Accor Brazil is one of the 100 Best Companies "IDHO" (Organisational and Human Development Indicator). The survey evaluates all sustainable development practices, the level of satisfaction, corporate management and openness.

• Following a survey carried out by the business magazine "Gestão & HR", Accor Hospitality Brazil was recognised as a socially responsible company due to its actions towards the improvement of the quality of life in the work place. The survey was carried out in 1 000 of the country's biggest companies. The evaluation criteria are based on the OHSAS (Occupational Health and Safety Assessment Series) standard certification including a range of practices on health and safety in the work place.

HUMAN RESOURCES DISTINCTIONS

► Spain

The “Fondacion + Familia” association recently awarded Accor Services Spain with the Family Friendly Company label for its efforts to improve employee well being, in particular in terms of the balance between professional and private lives. Thus Accor Services Spain confirms its image of an attractive employer with this new distinction, highly respected by Human Resources professionals and those involved in Caring Company matters.

► United States

- For the 4th time, the Sofitel Miami was rewarded by the Miami Dade Hotel Association for actions in favour of diversity.

- The Sofitel Minneapolis received the “Energy Conservation Award”. This distinction rewards the efforts of the hotel for having implemented a plan to reduce energy consumption. The aims of the plan: adopt an innovative way of working, inform employees, influence their day to day behaviour, act as an example for other organisations and thus participate in the fight against global warming.

► France

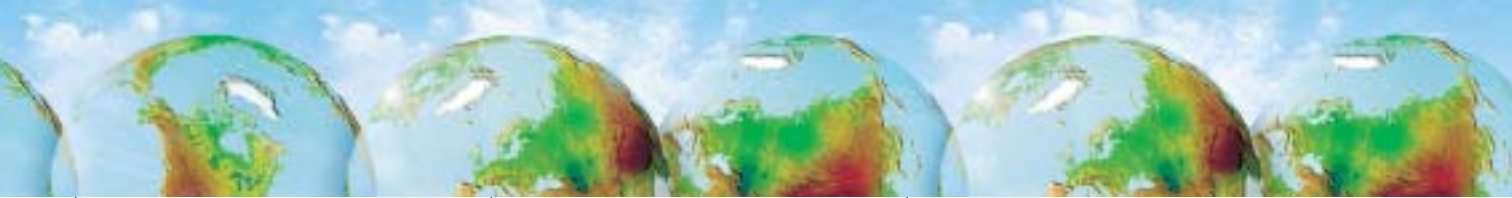
The hotel Pullman Paris La Défense received the Trophée CRAMIF 2008 which rewards companies in the industry and services sector having carried out exemplary health and safety actions. This trophy rewards a file and film prepared to increase awareness about disability.

► Indonesia

The Mercure Convention Center in Jakarta received the Asean Development Citra Award 2008-2009. Awarded by the APC Indonesia consortium, this prestigious prize rewards the excellent performance of the hotel in terms of Human Resources, organisation and productivity.

► Morocco

In Morocco, six Accor hotels received the “Green Key” label, awarded to only 10 hotels in the country. The Green Key is an environmental management label for tourist accommodation carried out by the Foundation for Environmental Awareness since 1998.



► Mexico

For the 4th year running, Accor Mexico received the ESR “Socially Responsible Company” label awarded by the Mexican Philanthropy Centre. The evaluation criteria: company ethics, quality of life, contact with the community, protection and preservation of the environment. Launched by Accor Services Mexico, the project “A roof for my country”, which aims to provide a roof for 25 underprivileged families in the Mexico region, attracted the jury’s attention. Another initiative that was acknowledged: the partnership with the ECPAT association which fights sexual tourism involving children.

► Peru

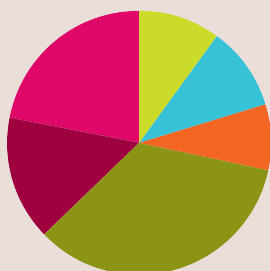
The Novotel Cusco in Peru received the “Q’ente” prize awarded by the Regional Department for Industry and Tourism. A survey selects the companies and organisations which have distinguished themselves with best practices in terms of corporate and environmental responsibility in the tourism industry.

► Turkey

Accor Services Turkey received the “Human Management Award 2008” in the “Best Human Resources Implementations” competition rewarding best Human Resources practices. Accor received this distinction for actions in favour of performance development and evaluation systems. The selection is made by a jury of 10 HR professionals and university professors. The prize was awarded during the national Human Resources conference.

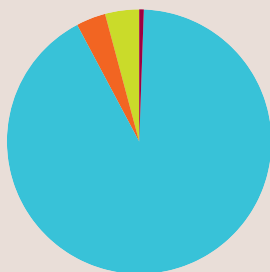
HUMAN RESOURCES INDICATORS

■ Headcount breakdown per geographical area



France	15.1% (23 900)
Europe (excluding France)	21.9% (34 600)
Africa and Middle East	10.1% (16 000)
North America	10.2% (16 100)
Latin America	8.2% (12 900)
Asia Pacific	34.5% (54 500)

■ Headcount breakdown per activity



Hotel Industry	91.5%
Services	3.7%
Catering	4.0%
Others	0.8%

Accor'training Ratio throughout the world


2% (total training costs/total payroll).

As per December 2008 more than

160 000 employees have benefited from at least one training

CATORS

■ Headcount breakdown per age

>= 55 years  5%

45 - 54 years  14%

35 - 44 years  23%

25 - 34 years  36%

< 25 years  22%

■ Headcount breakdown per seniority

> 5 years  31%

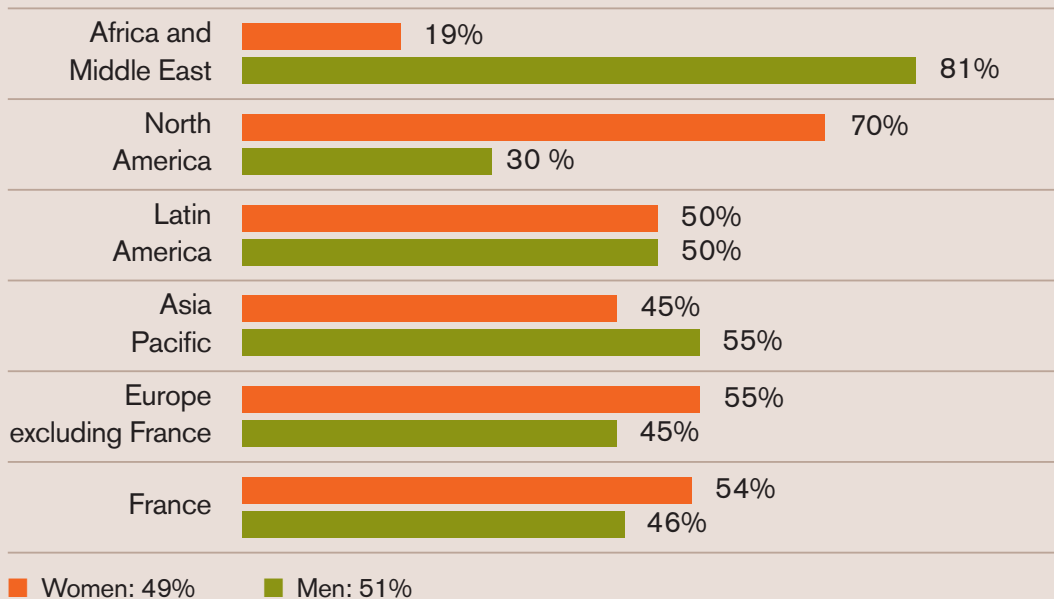
2 - 5 years  21%

6 months - 2 years  30%

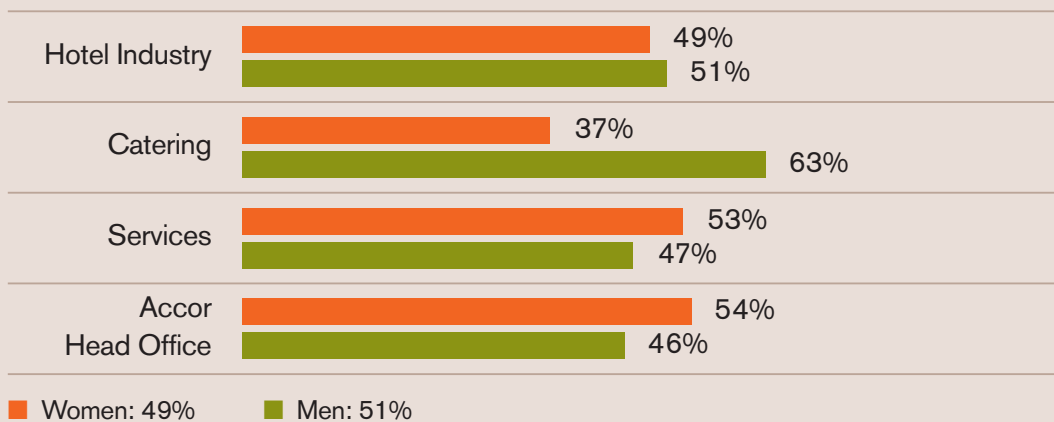
< 6 months  18%

HUMAN RESOURCES INDICATORS

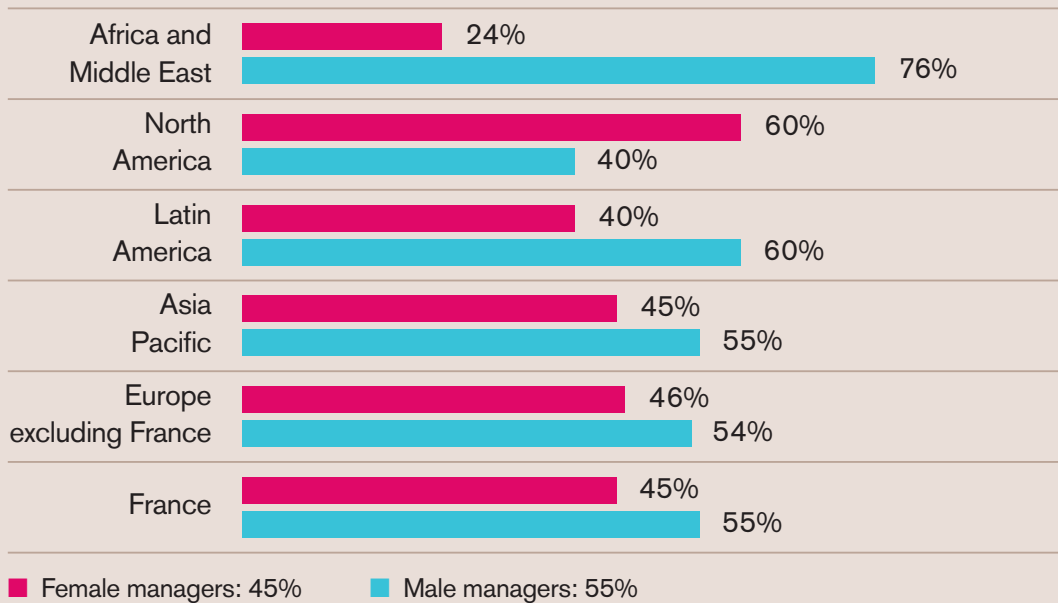
■ Breakdown men/women per geographical area



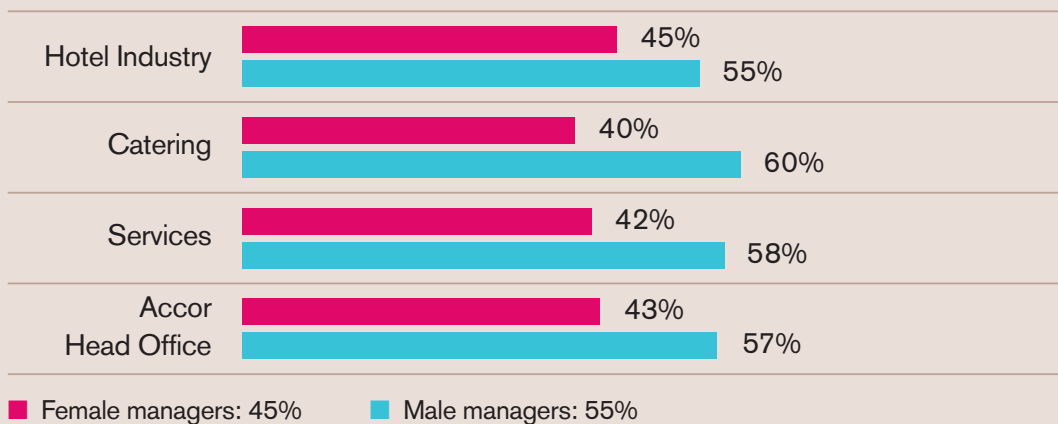
■ Breakdown men/women per activity



■ Breakdown male/female managers per geographical area



■ Breakdown male/female managers per activity



SOFITEL
LUXURY HOTELS

pullman

Galléry

NOVOTEL

Mercure

Suite
HOTEL

adagio

ibis

allseasons

Etap

F^{HOTEL}ORMULE1

hotelF1

motel
6

ACCOR Thalassa

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PARIS

W

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Ticket
Alimentación®

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