

10 years

of solidarity in action

solidarity
ACCORHOTELS

— Since 2008 —
10 years
of warm hospitality

solidarity
ACCORHOTELS 



Editorial

Sébastien Bazin

10 years of commitment

Understanding

the work of Solidarity AccorHotels

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A story of a second chance

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Humanitarian Crises

Responding to emergency situations

What does the future hold?

... EDITORIAL

“ Take part in the fight against the economic and social exclusion of people living in extreme hardship. This is what motivated the creation of our Solidarity AccorHotels endowment fund 10 years ago, and all its stakeholders are mobilizing around this incentive: to foster professionalization, employment and entrepreneurship.

Our main stakeholders are anyone who participate in a solidarity action. It includes all AccorHotels' committed employees working alongside local associations, the permanent Solidarity AccorHotels team, the Board of Directors, the Selection Committee and the donors. I would like to thank them all, because, in 10 years, their combined efforts have supported over 330 projects for 170,000 beneficiaries in 45 countries where AccorHotels operates.

The strength and effectiveness of Solidarity AccorHotels can be summed up in three terms: persistence, community and human bonds. Persistence because its mission has never changed direction. Community, because support is offered to local organizations and NGOs identified by those who live in these locations, i.e. our employees. And finally, the human bonds forged between our local teams, the organizations they support and their beneficiaries.

In 10 years, over 20,000 AccorHotels employees have been directly involved in projects that help the most vulnerable. The Group is proud of this mobilization. It is fully in line with our goal to embody “positive hospitality” and fits into our corporate social responsibility program. To have a positive impact wherever we operate around the world, we must act on behalf of communities.

The results of these 10 years and the enthusiasm of those who give life to Solidarity AccorHotels push us to go further by giving us the resources to tackle - even more comprehensively - the issues of economic development and employability affecting the most disadvantaged people. What drives us is simple and universal: do good by doing the right thing. ”

Sébastien Bazin

**Chairman of
Solidarity AccorHotels'
Board of Directors**

**Chairman and
CEO of AccorHotels**



10 years

of commitment

2008

Creation of the Accor corporate foundation to promote training and employability of the most disadvantaged people. A dedicated Board of Directors and Selection Committee were formed to choose projects proposed by employees and evaluated by the permanent team.

2011

100th project supported

2013

The Foundation changed its status to become the **Solidarity AccorHotels endowment fund**. This evolution made it possible to raise funds from a larger number of stakeholders and thereby further mobilize employees and guests to support more projects and beneficiaries.

2014

200th project supported

2017

300th project supported

2009

As part of **Solidarity Week**, the first **Christmas Market** of handicrafts made by the beneficiaries of charitable organizations was set up at the parisian head office of AccorHotels. The Solidarity Week takes place every year in December and brings together, around the world, employees who are mobilizing for a local organization.

End of 2013

Le Club AccorHotels is committed to the fund: guests with loyalty cards can now turn their points into donations (2,000 reward points = €40).

2015

Launch of Solidarity AccorHotels on **social media**:
 @Solidarity_AH
 @Solidarity AccorHotels

2018

After 10 years of action, Solidarity AccorHotels conducted an **impact assessment** to study the mechanisms and effects of its commitment.

10 years of solidarity in action...

UNDERSTANDING THE WORK OF solidarity

ACCORHOTELS

On its 10th anniversary, Solidarity AccorHotels wanted to measure the impact of its work. Performed by KiMSO*, the evaluation made it possible to analyze a decade of actions and understand their effects.

The assessment confirmed the focuses of the endowment fund's work, the kind of projects supported and the nature of support, finding that, in 70% of cases, there is a dimension of vocational guidance.

The beneficiaries of the supported charitable organizations are mostly vulnerable people (living below the poverty line for 80% of organizations), often young and victims of unemployment and stigmatization.

The assessment also shows the specificity of the involvement of Solidarity AccorHotels: a commitment that goes beyond financial assistance, forging human bonds, locally and sustainably. If each organization's manager has its own dedicated

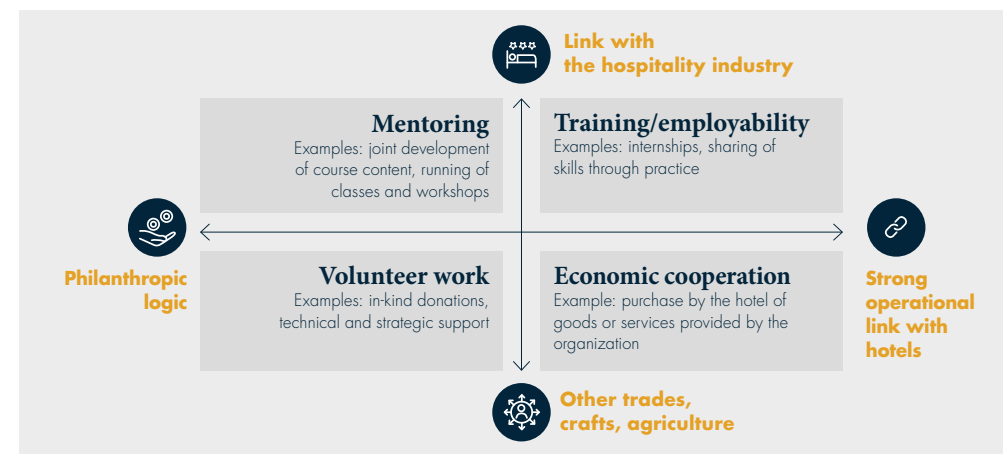
contact at AccorHotels, they usually work with several employees. In addition, most of these managers consider the involvement of volunteer employees as one of the main strengths of their partnerships.

By measuring the impact of the work and operation of the endowment fund on organizations, their beneficiaries and employees (see graphics on pages 10–11), this assessment enables Solidarity AccorHotels to think about its future in a process of continuous improvement.

* French consulting firm specialized in social impact

THE VARIOUS TYPES OF COLLABORATIONS BETWEEN CHARITABLE ORGANIZATIONS AND HOTELS

Several types of supports can be given to the same project:



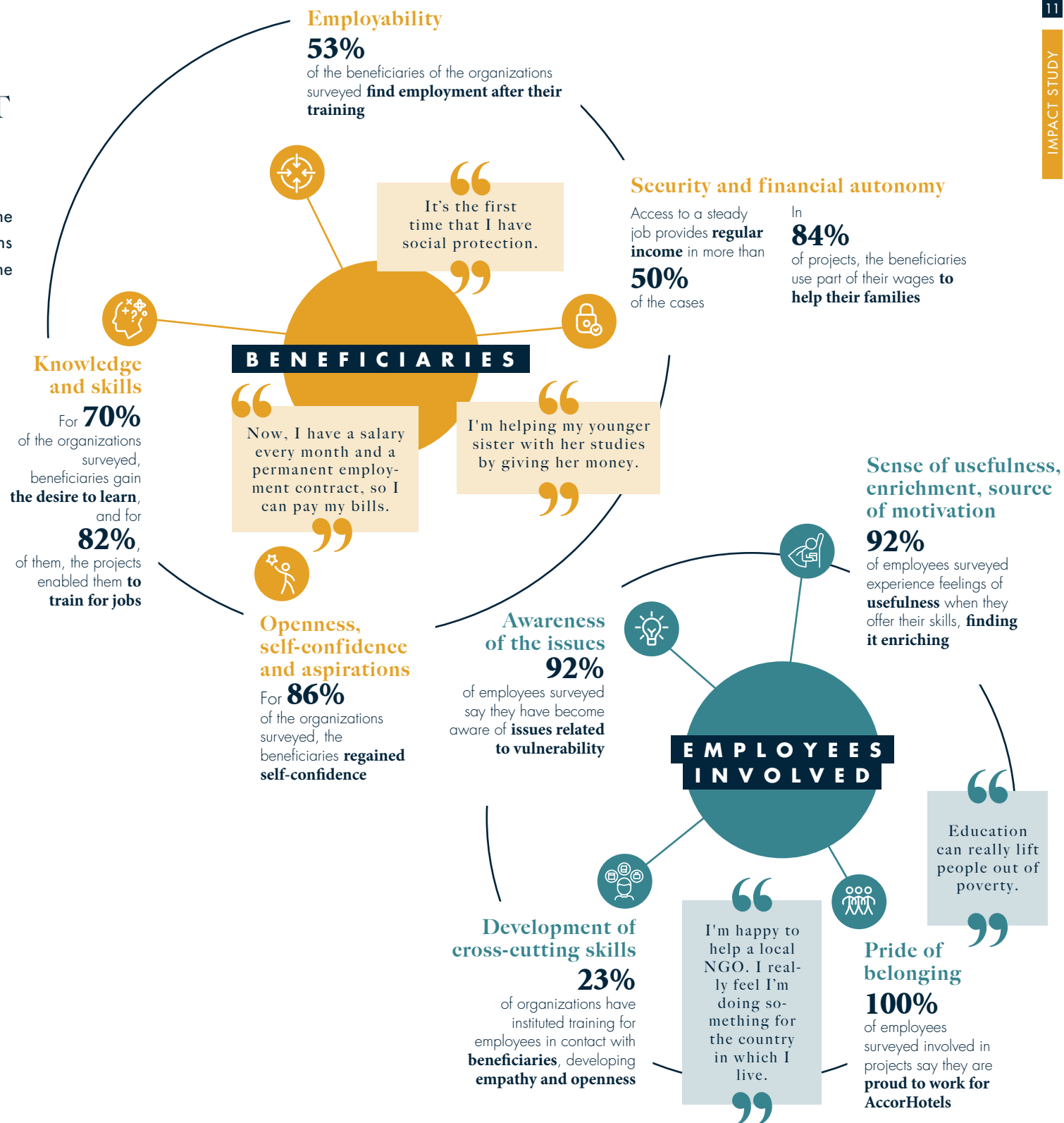
10 years of solidarity in action...

10 YEARS OF ENGAGEMENT WHAT ARE THE IMPACTS?

The KiMSO impact assessment makes it possible to understand the effects of the work of Solidarity AccorHotels on the organizations supported, the beneficiaries of those organizations as well as on the AccorHotels employees involved.



10 years of solidarity in action...



10 years of solidarity in action...

Christine de LONGEVIALLE

Managing Director of Solidarity AccorHotels

tells us about...



... A STORY OF SOLIDARITY



How was Solidarity AccorHotels created?

Solidarity AccorHotels was set up in 2008 to consolidate the philanthropic initiatives of the Group. In 2007, an internal study of our initiatives around the world has been conducted, revealing that employability stood out among other issues. It's a universal problem, even if barriers to inclusion differ substantially and affect varied populations from one country to another. Given our business and the diverse professions in the hospitality and catering industry, our teams are used to passing on their know-how to people starting their careers. Addressing the problem

of economic and social exclusion through training and employability initiatives was an obvious choice for us. Something had to be done.

What defines Solidarity AccorHotels?

Its guiding principle is local action, and our employees' involvement drives it. They constitute the core of our model. First, our hotel teams are initiators, and supporting local communities is what matters to them. They are the ones who understand the circumstances in every region. That's why we support only projects identified, supported and monitored by our employees. Their involvement is tremendous. Next, the nature of our support always stems from the needs of the charitable organizations and their beneficiaries. This proximity allows real efficiency.

Looking back on these 10 years, what do you think is the strength of your work?

We are thorough and always concerned about how best to use the funds we donate. Our strength is also our effectiveness as an international company, with 250,000 employees and 4,500 hotels around the world. In addition, with our permanent team, we use our cross-cutting vision to help professionalize the small organizations we support. We play an advisory role and share best practices.

What have you learned over these 10 years?

Something crucial: for each project, you must always consider the realities and the needs on the ground. It's the key condition for the success of any initiative.

BACKGROUND

Enters Accor,
at Novotel Paris
Porte d'Orléans

1996

Joins the
Sponsoring
and
Philanthropy
team

1999

Joins the
Accor
corporate
Foundation
team

2008

Becomes
Managing
Director of
Solidarity
AccorHotels

2013

... A STORY OF A SECOND CHANCE

The Springboard Charity

UNITED KINGDOM

Program: certification training

for careers in the hotel
and catering industry

In London
since **2012**
and in Birmingham
since **2015**

12 AccorHotels
addresses
taking part in London
and **3** in Birmingham

73% of the students
in the 2018 class
earned
certification

Adrianna was 19 when she joined the first Hospitality Futures program, launched by the Springboard Charity in London in 2012. At the time, she was finishing high-school, after having complicated academic years and a troubled childhood. Raised by her mother, then placed in foster care, she was also bullied

at school. Although short on prospects, she nurtured her passion for music, and hoped to make it a career. Soon, Adrianna was caught up in the difficulties with undiagnosed dyslexia and dyspraxia. *"I wasn't good at school. When I chose to study music in college, I almost gave up three times. I finally managed to pass my classes, but I knew that I would never go further."*

Then she learned about the Springboard Charity. With Hospitality Futures, created in 2012 in partnership with AccorHotels in London and the Solidarity AccorHotels teams, Adrianna discovered the world of hospitality and catering. Through classes on the theory, team building, and workshops, she learned the basics of the profession. She also spent time learning job interview techniques and teamwork skills. Through an internship, hotel visits and meetings with professionals,

she gained experience. New opportunities presented themselves:

"Because I didn't know what I wanted to do, I opened my eyes to the opportunities available to me."

Adrianna is now 24. She splits her time between the catering service and event management at a major London hotel and a hotel services agency.

This experience was a real-life adventure for her. This experience was a real-life adventure for her. This experience was a real-life adventure for her.

Now, Adrianna is more self-assured and the tough times she experienced seem farther away. *"I was often told that I couldn't do anything in the hospitality sector because I was too shy; look at me now!"* Adrianna's ambition is to manage a bar and maybe even open her own establishment one day...

Adrianna's ambition is to manage a bar and maybe even open her own establishment one day...

10 years of solidarity in action...

Adrianna MARCH

takes a look back...



Honoré KONNON

Technical Director at the Novotel Cotonou Orisha tells all...



... WORKING ON THE FIELD

Rescue and Hope

“ I joined the NGO Rescue and Hope in 2016. Eric

Houot, General Manager of the Novotel and ibis in Cotonou was due to visit the NGO's training center, created with the support of Solidarity AccorHotels, and he asked the members of the hotel's Environment Committee - of which I am a member - to join him, and I was happy to. Rescue and Hope trains young people, and provides equipment to women's groups in nearby rural areas.

Examples include traditional steam cookers and oil presses for palm oil extraction. Access to this equipment means they can generate income and therefore, gain independence. I was able to put my skills as Technical Director to use and offer advice in terms of selecting and maintaining the

equipment to make the work easier, to prevent wear and tear, and to ensure product quality. I also advised them about thermal insulation and safety processes, among other matters. I also have energy engineering training, and it is something I am passionate about: I am always researching ways to reduce energy consumption, and to implement heat recovery systems and so on. In this project, there was a lot of waste derived from processing, such as palm

“ I was able to put my skills as Technical Director to use and offer advice in terms of selecting and maintaining the equipment ”

kernel fibers, which could be used as fuel in place of wood to avoid deforestation. I enjoy using my knowledge to help an NGO because it expands the scope of my abilities. Even traditional equipment can be optimized with innovative processes. It is better for the environment, and it increases the profitability of a project.

BENIN

2016

Creation of a centre that trains vulnerable groups in processing agricultural products

(cassava and palm kernels) and gives them access to equipment enabling them to grow their businesses

2018

The center was expanded and new equipment purchased

1,500

beneficiaries, mainly groups of women from rural areas

There is still much to do in our country, but people lack the resources and technical capabilities. Projects like this don't come along often, and it's a joy to contribute my knowledge. My parents were farmers. I know rural life well. It was formative for me and brought me a lot. Now, it's my turn to give something back. »

... BLOSSOMING INTO A NEW WORKING LIFE

Les Jardins de Lucie

Smail Hadj-Abderrahmane had been a truck driver for 10 years, but something wasn't right at work. The shifts were long, but it was more the sustained stress levels that consumed him.

"I was different from everyone else. I felt like I was stuck. I couldn't work anymore."

In mutual agreement with his employer, Smail left his job and was unemployed for four years. Then, in 2017, a psychologist directed him to *Les Jardins de Lucie*, a member association of *Réseau Cocagne*, which combines organic vegetable gardening with social and vocational integration. Smail was initially skeptical but quickly found what he had been lacking: a comforting and humane work environment. *"At first, I thought it would be like before. But no, it was really a different environment."* Smail was able to get up in the morning and go to work. He started with the garden where he grew vegetables and prepared baskets for individuals, and six months later, he joined *La Fabrique*, the association's vegetable canning section. Smail likes talking about every detail of the process: the preparation, the canning and especially

quality control, for which he is responsible. The association also referred him to a psychologist and supports him in his professional endeavors. Over time, Smail regained confidence and came to terms with his difficult childhood. *"Little by little, I reinvented myself, and I realized that I could also work in a mainstream environment."* Smail left the garden in September 2018. He now works for a small company in Lyon that connects fruit and vegetable producers with professionals in the food and restaurant industries. He likes variety, and

handles everything from supply to delivery. Most importantly, he has gained perspective.

“ Little by little, I reinvented myself ”

"I used to regret a lot of things, but not anymore. Things are so much easier at work, now: I make sure I don't put myself in stressful situations, and it's working rather well!"

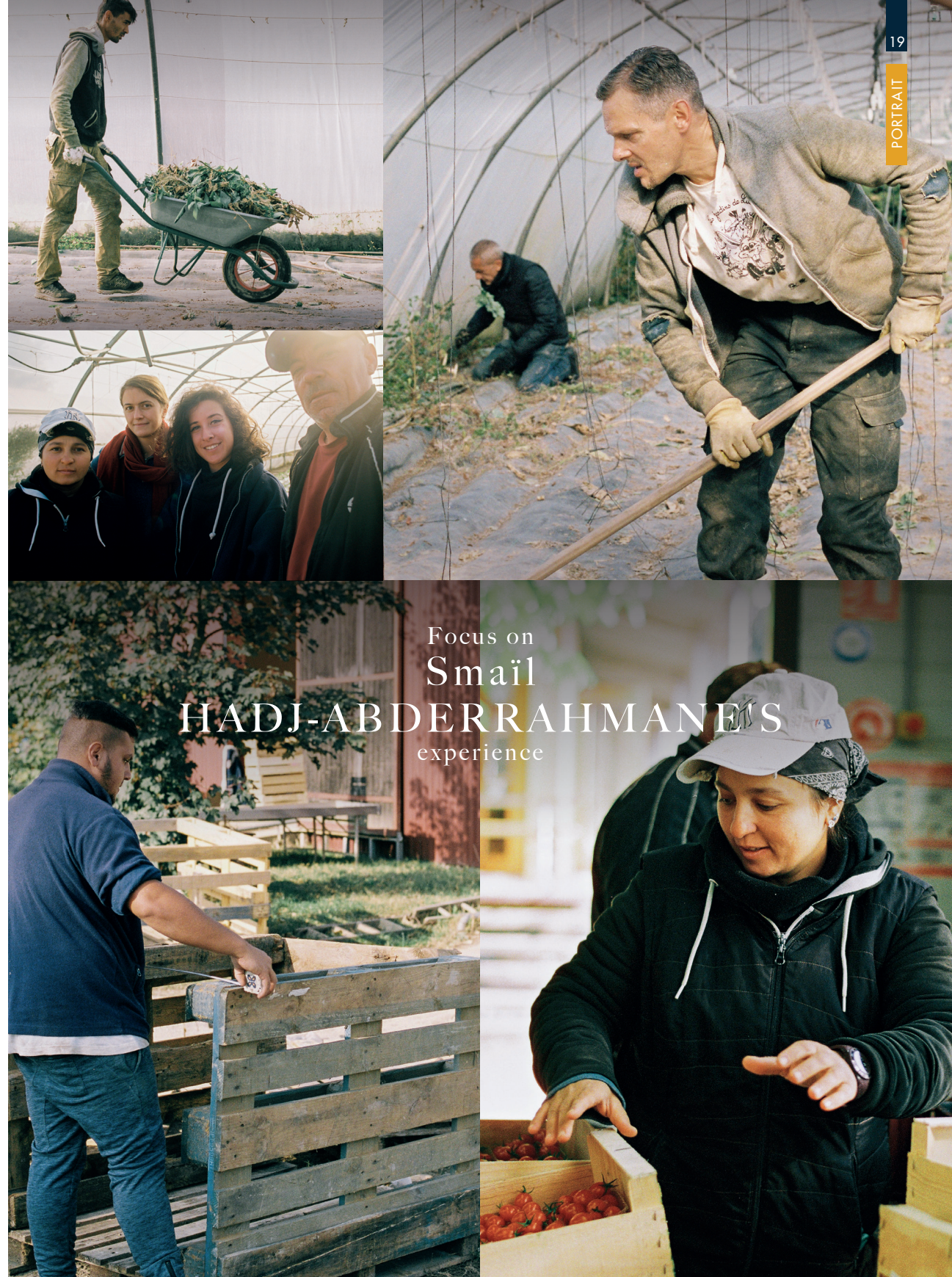
FRANCE

Since 2015
Solidarity AccorHotels
and Lyon AccorHotels
teams support
La Fabrique, a socially
responsible canning
facility, helping to train
approximately 50 employees
per year

Since 2017
every other week,
the Mercure Lyon Est
Chaponnay offers
its employees
baskets of vegetables from
Les Jardins de Lucie

2018
Solidarity AccorHotels
has supported
the project's development
by installing women's
changing rooms, and creating
facilities for the storage
and sale of canned food

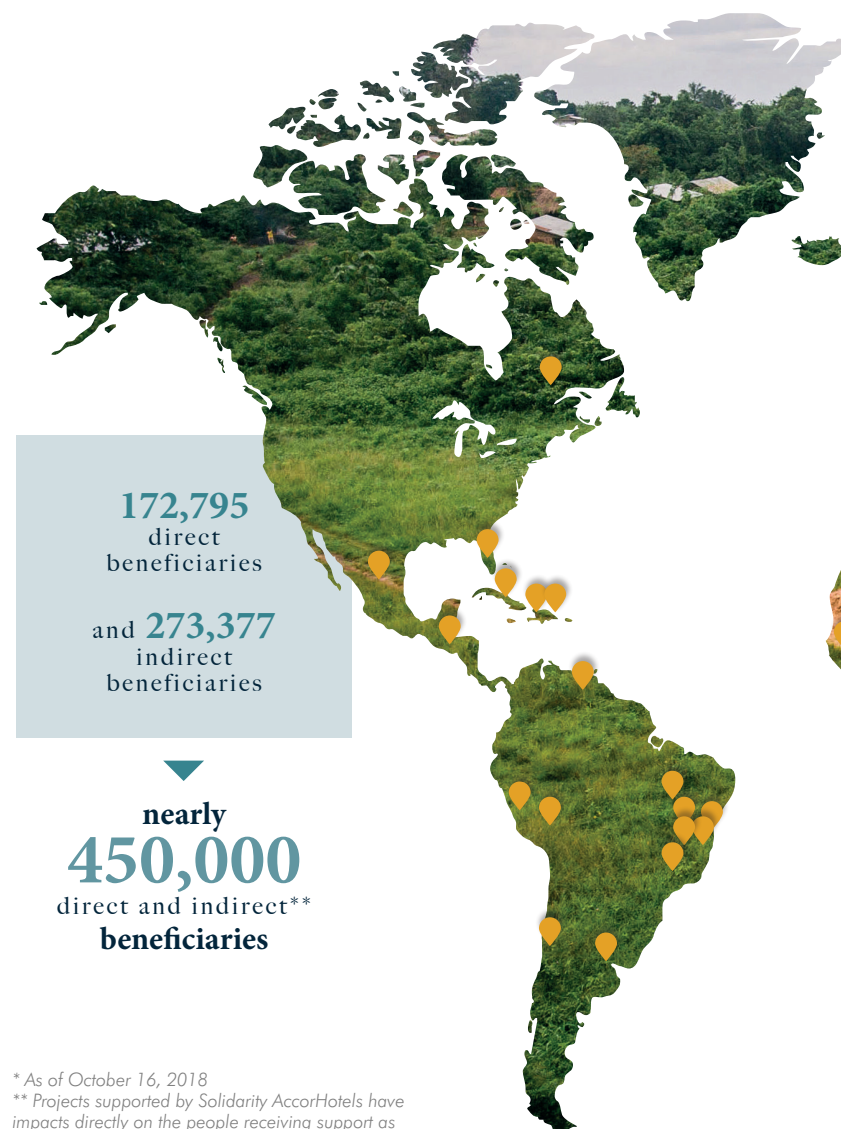
10 years of solidarity in action...



Focus on
Smail
HADI-ABDERRAHMANE'S
experience

10 years

...
key figures



* As of October 16, 2018

** Projects supported by Solidarity AccorHotels have impacts directly on the people receiving support as well as indirectly on those in their social environments (families, communities, villages, etc.).

10 years of solidarity in action...

332
projects supported

by more than
1,000
hotels

and over
20,000
employees

in
45
countries

with funding
reaching
€6,420,676*



559
guests donations
through Le Club
AccorHotels*

with
2,170,000
loyalty points
turned into
donations

totaling
€43,400
100%
matched by
the Group

for a
grand total
of
€86,800

10 years of solidarity in action...

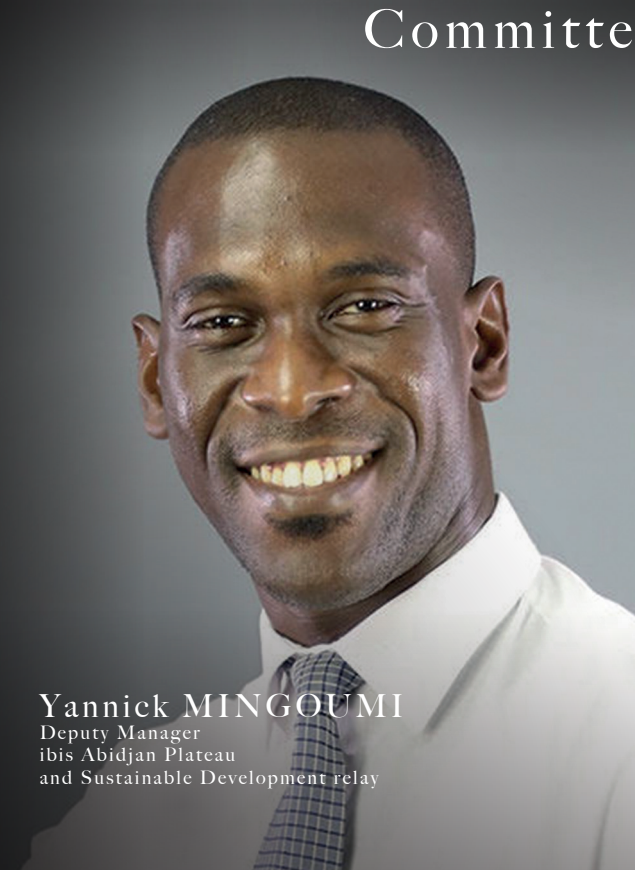


Virginie SIDO
SVP Food & Beverage
Transformation and Experience
and Secretary of the Board
of Directors of Solidarity AccorHotels



Dominique GRANDJONC
General Manager,
Novotel Cergy Pontoise - France
and member of the Board of Directors
of Solidarity AccorHotels

Selection Committee members



Yannick MINGOUMI
Deputy Manager
ibis Abidjan Plateau
and Sustainable Development relay



Christophe LEJEUNE
Vice President,
Talent & Culture
Upper Southeast
and Northeast Asia

... AN AMBITIOUS AND PRAGMATIC SELECTION COMMITTEE

The Selection Committee's purpose is to make choices.

Four or five times a year, this decision-making body meets to vote on projects that require funding below 20,000 euros. Projects submitted by employees are analyzed by the Solidarity AccorHotels permanent team to check their eligibility and relevance. All projects must be conducted by an organization of general interest in a country where the Group operates and fall within one of the endowment fund's areas of focus. *"The Selection Committee provides an opportunity to step back*

and make sure that we have all the arguments we need to commit ourselves. All projects have equal value. The only thing that matters is supporting each in the most effective way possible," explains Virginie Sido.

Thanks to its members' diverse professional experience and natures, the Selection Committee has broad collective

knowledge and perspective of what is happening within its geographic scope of intervention. This enables it to provide local support, based on the individual needs of each country. *"Understanding the culture in which a project takes shape is fundamental,"* says Christophe Lejeune. For Yannick Mingoumi, the committee *"always wants to serve and spend in a way that has maximum impact."* Virginie Sido concurs and adds that *"the committee challenges projects to ensure the best possible allocation of resources."* For Dominique Grandjonn, the committee has the merit of

“ Always wants to serve and spend in a way that has maximum impact ”

"being engaged, caring and capable of making sound choices." All committee members agree to place equity at the top of their considerations, with a key concern: the beneficiaries. The validated projects all meet a need expressed on the ground and address local problems. They are supported by committed employees, involve hotel teams and, most importantly, benefit

the largest number of people, aiming at building self-reliance of beneficiaries.

Ultimately, the purpose of the Selection Committee is to make informed choices. To do this, it strives to be compassionate and reasoned, as well as ambitious and pragmatic.

Governance of Solidarity AccorHotels

- The Board of Directors establishes the strategic guidelines for the endowment fund, votes on projects applying for funding equal or greater than to 20,000 euros and ensures their operational implementation. The Board of Directors consists of six AccorHotels representatives and three external qualified members.
- The Selection Committee votes on projects requiring less than 20,000 euros in funding and ensures their operational implementation.
- The permanent team fosters, identifies, encourages and supports social support initiatives led by employees world-wide. It works in collaboration with local liaisons, places best practices on a network and plays an advisory and monitoring role for each project.

JOINT...

In 2008, the head office of AccorHotels in São Paulo and the NGO Unibes joined forces to implement a program for disadvantaged young people to train in theory and practice of hospitality and catering. Mariana Pereira, a voluntary trainer, and Nailda Souza, former beneficiary and student, tell us about their experience.



Mariana PEREIRA

Talent & Culture Analyst,
AccorHotels Brazil,
and Unibes volunteer



What is your role in Unibes?

As a volunteer trainer, I am responsible for the inaugural class. It involves introducing the training program and raising awareness of the Brazilian labor market and the hospitality sector. I also conduct practical workshops to prepare them for job interviews. My expertise in human resources has been especially useful to me.

What is your relationship with the young beneficiaries?

I met young people who were in extremely precarious situations, searching for answers, but with determination and remarkable life force. In class, I share my experience with them. I explain to them that, despite the challenges, you have to press on to achieve your goals. I have pretty much the same story, but my father always told me that I had to study if I wanted to change my life. Today, I have a fabulous job, and I'm so happy! All the students have the potential to grow and prosper.

Why did you choose to participate in this program?

When I joined AccorHotels in 2016, I discovered the program led by Unibes and it was magic from the outset. For me, solidarity is about supporting others unconditionally and establishing a relationship of mutual trust. Here, in Brazil, we have a saying: *"We don't give fish to the needy; we teach them to fish for themselves."*



Unibes & Solidarity AccorHotels

- Since 2010, Solidarity AccorHotels and AccorHotels São Paulo teams have been taking part annually in supporting 60 beneficiaries
- In 7 years, more than 300 young people benefited from the training
- On average, 60% of them find a job when they finish training or continue their studies

...INTERVIEW



Nailda SOUZA

Former
Unibes
beneficiary

Why did you join the Unibes program? What did you get out of it?

I always had a taste for hospitality. When I was young, I loved hosting people at home and making sure everyone felt welcome. It was natural to me. I joined the Unibes program in August 2015. I had no idea what hospitality was really about. Over six months, I learned a lot. It was the best year of my life.

During your internship, what relationship did you have with AccorHotels employees?

Right from the start, everybody was incredibly supportive. I felt welcomed. I remember being impressed by the quality of reception the first time I visited the Novotel São Paulo Jaraguá Conventions and the AccorHotels head office. Then I had the opportunity to be trained, with a lot of kindness and professionalism.

How do you see the future?

I've been working in the hospitality sector for more than two years, and I'm studying at the same time. It's really exciting. I took on more responsibility, and now I feel better prepared for the future. AccorHotels and Unibes gave me an incredible opportunity. And as the saying goes: *"Choose a job you love, and you will never have to work a day in your life."*

... SOLIDARITY: A STORY OF COLLABORATION

Hope Foundation

« I started working for AccorHotels in India, in the Talent & Culture Department, in 2015. I immediately joined the AccorHotels Center of Hope as manager. It's a vocational training center dedicated to the hospitality and retail trades. What sets it apart is that it was jointly created in 2012 by AccorHotels India and Hope Foundation teams, with the support of Solidarity AccorHotels.

The center focuses on young people with disadvantaged backgrounds. Youths in India are facing serious unemployment and underemployment, and there are many causes, including dropping out of school, having to meet family needs early and the lack of career guidance. Result: without training, these young people don't have the basic skills required by today's employers. Although their standards of living force them to work and do not permit them to focus on education, AccorHotels

Center of Hope offers them the opportunity to learn specific skillset and join the job market in six months.

The organizations running this project play complementary roles. On the ground, Hope Foundation operates the center on a daily basis. AccorHotels India provides expertise from the outset by designing the relevant course content and devising training plans that prepare young people for the requirements of the job market in just one semester. We also help to select the candidates for training, advise students on career choices and support teachers, among other activities. For example, our employees, who are deeply involved, organize sessions on communication, self-confidence and other essential areas. They also provide internships in our hotels for practical training. Solidarity AccorHotels provides the crucial support that enables us to cover the center's operational costs. When I arrived in 2015, we

were starting the training of the fourth batch, and now we are at the seventh. Over the years, the center trained more than 400 young people to help them get better jobs. We hope to replicate the experience in other cities where we have hotels. »

Swati Sharma

“ Meeting these bright, deserving, yet underprivileged, young people taught me about their aspirations, the challenges they face and the herculean efforts they make to overcome them. It is with humility and pride that we enable these talented students to shape their futures and support their families. ”

Ashwin Shirali

Vice President,
Talent & Culture,
AccorHotels India

10 years of solidarity in action...



**Swati
SHARMA**

Talent & Culture Manager, AccorHotels India
talks to us about...



3 QUESTIONS FOR...

...Claire TOURNEFIER-DROUAL

Founder of *Rejoué*

What inspired you to create *Rejoué*?

I was the communication officer for a company that organizes trade shows. I have always been interested in recycling issues, and when I had my son, the excessive consumption of toys really shocked me. At the same time, I realized how women with children are penalized in their careers. That's why I founded *Rejoué*, which supports mostly women facing difficult circumstances and who are single parents.

Why did you choose toys as a vehicle for employability?

Games have high educational value, including for adults. There's a whole realm of possibilities in this joyful and inventive world. Women with dependent children spend their days surrounded by toys and games; it seemed like an obvious segue to improving employability.

How would you describe it today, and what are your plans for the future?

It's great to see that there are so many volunteers who want to help. This project is a huge success! Present in the Paris region, we want to expand our model and share our knowledge with others. We are helping to develop a more environmentally-responsible supply chain, involving toy manufacturers and distributors.

+ *Rejoué & Solidarity* AccorHotels

- Over one ton of toys collected since 2017
- 13 AccorHotels addresses in Paris region committed to *Rejoué* in 2018
- 2018: support for semi-industrialization of the repurposing business
- 115 people supported towards employment since 2012

After a career change, Claire Tournefier-Droual and Philippe Oddou each founded a general interest structure. One helps long-term unemployed people to re-enter a profession via a

project to restore second-hand toys. The other boosts the employability of young people through sports. Two different approaches with the same goal: to make a difference.



...Philippe ODDOU

Founder of *Sport dans la Ville*

What inspired you to create *Sport dans la Ville* (Sport in the City) ?

I worked in business for four years before starting this association. I grew up in a privileged environment, and I wanted to help young people who were not as lucky as me. I think that social problems are everyone's responsibility. And I always had a passion for sports.

Why did you choose sports as a vehicle for employability?

Sports are powerful at bringing people together and offering opportunities for personal support. Our sports educators are important in the everyday lives of our young people. They build close and trusting relationships with them. The work helps these youths change behavior patterns and gives them momentum, helping to put them on a career path.

How would you describe it today, and what are your plans for the future?

It's a human and entrepreneurial adventure. We have over 6,500 young people attending our 40 sports facilities, and close to 1,200 in our employment programs. For the past three years, we have been participating in the Heritage and Society project as part of the 2024 Summer Olympics in France. We are committed to building 30 to 40 new sports facilities as well as a campus in Seine-Saint-Denis dedicated to sports and inclusion. In Lyon, we have this kind of infrastructure, an exceptional space for our young people.

+ *Sport Dans la Ville & Solidarity* AccorHotels

- 12 years of history shared between Paris and Lyon
- 241 AccorHotels employees supporting young people
- Nearly 700 young people involved in programs supported by Solidarity AccorHotels

Patrick MENDES

CEO AccorHotels South America

talks about...



THE NEED TO GET INVOLVED

In 2015, Patrick Mendes was named CEO of AccorHotels South America. In just a few years, he became an effective facilitator of the engagement of AccorHotels teams in the region, particularly in Brazil where he lived for over six years.

As CEO of AccorHotels in South America, you are deeply involved in social support initiatives. Why?

I have been personally contributing to solidarity initiatives for a long time. That always seemed the obvious thing to do, but today, it's even more obvious. When I arrived in Brazil it was an eye-opener. For the first two months, I traveled around South America to visit the facilities of the Group and meet employees. These countries are developing, but I saw how the reality of daily life is harsh. Beyond the desire to help, it awakened in me a genuine sense of duty.

Do you have an example of an initiative put in place?

We are leading many initiatives. This year, I attended the launch of the project "Arca do Crescer" ("The Ark of Growth") in São Paulo

with the NGO Arca do Saber and the support of Solidarity AccorHotels. It's a training program with qualifying courses for careers in hospitality for young people from the favelas. Our employees are fully involved, giving courses as volunteers. They also took part in the early stages of the construction of the training center. They all tell me how it gives meaning to their jobs.

How do you communicate this spirit of solidarity to your teams?

I get fully involved, which is a way for me to engage more people. I consider myself an ambassador. I talk about it a lot with the press and in my meetings with employees, and I'm highly active on social media. I'm trying to underscore the need to get involved in local communities much more proactively. This is fundamental. We have 300 hotels throughout the area, all local platforms that

SOUTH AMERICA

173

hotels involved in social support initiatives in Chile, Brazil, Colombia, Peru and Argentina since 2008

60,000

direct and indirect beneficiaries

Over 1,500 employees involved

and many more in local initiatives of the Group in areas other than training and employability, on which the fund focuses

can help communities. We have 20,000 employees, and a large majority of them have expressed the desire to contribute.

What is driving this employee involvement?

In tourism and hospitality, the desire to please and the passion to serve are part of the DNA of the teams. Brazil's development is still in the stage of adolescence. Substantial challenges are part of daily life, and everyone is concerned. When you start uniting people and organizing initiatives, everyone quickly jumps onboard.

... GEARING UP FOR SOLIDARITY WEEK!

Kristyna Vogel reflects...



Since 2008, Solidarity Week has become a worldwide movement in AccorHotels addresses and head offices. Every year for a week in December, its employees volunteer at solidarity initiatives to respond to the needs of local associations.

« I've been working as Marketing and Public Relations Manager for the Fairmont Waterfront hotel in Vancouver for 20 years. For the past two years, I've been taking part in Solidarity Week, which mobilizes employees around social support initiatives. I find myself in a privileged position, so, if I can help those in need, I'm happy to do it. For instance, I'm involved in Hives for Humanity, an organization that uses beekeeping to strengthen social ties. It runs urban hives and farms and welcomes isolated and marginalized groups, including homeless people, to help them reconnect with the community and nature. During Solidarity Week, we get involved with the association. For example, we organize dinners with the homeless and build hives. It's a terrific opportunity to get involved.

The Fairmont Waterfront has had its own hives on the hotel's roof for 10 years, now managed by Hives for Humanity. It's a part of our DNA. Solidarity Week also enables us to build relationships with colleagues. We share the same values, and that makes me proud to work for AccorHotels. As a company, we can speak with one voice and unite to lead by example. If we can make significant changes in our own community, then we should do it. That's what the AccorHotels family is all about! »

Kristyna Vogel

**Marketing and Public Relations
Manager, Fairmont Waterfront**

“Getting involved in Solidarity Week is simple and stress-free. Organizations need us!”

Stéphanie Leblanc

Talent & Culture Manager,
Mercure Paris
Montmartre Sacré-Cœur, France

“



“After participating, we realize the importance of volunteering.”

Aileen Ma

Sustainability Manager,
Greater China

“Solidarity Week unites us in serving the community. I learned that, together, we can do wonderful things.”

Calin Ile

General Manager,
ibis Bucharest
Gara, Romania

”

... RESPONDING TO EMERGENCY SITUATIONS

Humanitarian Crises

Because AccorHotels operates around the world, Solidarity AccorHotels must be able to respond to emergency situations by helping local people to deal with the immediate and long-lasting consequences of disasters affecting them. This commitment

is demonstrated through the involvement of the local teams of the Group. *"We respond to on-the-ground requests because the local people are best positioned to let us know how we can help the most,"* explains Alice Madec, Project Officer for Solidarity AccorHotels. *"We intervene most often in*

a second phase, following the work of NGOs specialized in emergency operations." Whenever Solidarity AccorHotels helps to respond to a crisis situation, it calls on the main strength of the Group: its 250,000 employees. *"Everyone feels concerned when colleagues are affected by a disaster, even*

at the other end of the world. It's natural. Thanks to our ability to collect donations, we can meet the need for solidarity by asking for donations from our employees and guests. These donations are matched by the Group," Alice Madec explains. The money raised is used specifically to fund the projects

of local NGOs working on reconstruction, whether physical or psychological, or rebuilding social ties, for example. For 10 years, Solidarity AccorHotels dealt mostly with crises related to natural disasters (floods, typhoons, earthquakes, etc.). In 2018, it decided to also support humanitarian

crises affecting other types of populations, including migration crises, extreme poverty and isolation. This choice addresses the growing demand from charitable organizations and employee project holders as well as the need to continue lifting the barriers to training and employment.



PHILIPPINES ABS-CBN

In November 2013, Typhoon "Haiyan", one of the most violent ever recorded anywhere, made landfall in the Philippines, causing massive losses of life and property. To provide aid to the people, Solidarity AccorHotels supported a school reconstruction project, led by the NGO ABS-CBN, to enable students to resume their studies.



GERMANY Aktion Deutschland Hilft

Since 2015, Germany has welcomed many refugees. As part of a partnership between Solidarity AccorHotels and Le Club AccorHotels, guests were given the opportunity to turn their loyalty points into donations matched by the Group. These donations were given to Aktion Deutschland Hilft to fund a support program for refugee women to help them learn German, which is vital to their integration.



SAINT-MARTIN Secours Populaire Français - Cobraced

A year after Hurricane "Irma" hit in September 2017, schools were still not at their full capacities on the island of Saint-Martin. With the lack of after-school facilities, youths are increasingly on their own. Solidarity AccorHotels supports a project of Secours Populaire Français and Cobraced, a local association, to support troubled youth with after-school activities.



FRANCE Refettorio Paris

In Paris, Solidarity AccorHotels has been supporting Refettorio Paris and its community kitchen since its opening in March 2018. In a warm and welcoming environment - the crypts of the Church of the Madeleine - Refettorio serves free meals to about 100 socially marginalized people living in extreme hardship, all while working against food waste.

What does the future hold?

After 10 years of commitment and contact with the charitable organizations running projects, the endowment fund has developed a key expertise: tackling economic and social exclusion of the most vulnerable people. *"We will continue along this path because we are more convinced than ever that this is how we can address contemporary issues,"* explains Christine de Longevialle, Managing Director of Solidarity AccorHotels.

**“We will
continue along
this path
”**

In 2018, Solidarity AccorHotels received additional resources to enable it to go even further. Annual funding from the Group increased to 1 million euros, and there are more stakeholders involved in fundraising organized by the endowment fund, including Group employees, partners and customers. *"We must diversify and digitize our fundraising methods. Today, there are solutions that enable us to use our digital presence to generate donations. This is a source of new, previously*

untapped donors." said Marion Charbonnière, in charge of fundraising for Solidarity AccorHotels.

Without changing the lines of action or its operations, which have demonstrated their effectiveness for the past 10 years, Solidarity AccorHotels will use its additional resources with consistency and determination to ensure that its actions remain relevant over time. *"This enables us to reach more beneficiaries through the projects that we establish with charitable organizations and NGOs,"* concludes Christine de Longevialle.



TO STRENGTHEN ITS ACTIONS, SOLIDARITY ACCORHOTELS
WILL EXTEND ITS INVOLVEMENT ON BOTH ENDS OF WHAT HAS BEEN
THE CORE OF ITS INVOLVEMENT FOR 10 YEARS.



Extending its response to emergency situations

For the past 10 years, Solidarity AccorHotels has been helping local populations to cope with the immediate and long-lasting consequences of natural disasters. In 2018, the fund extended its support to projects responding to other types of humanitarian crises, particularly in large cities.

Whether the issue is extreme poverty, isolation or the reception conditions for the neediest, major cities must also deal with humanitarian emergencies that lead to economic and social exclusion.



Training and employability: change of scale

Solidarity AccorHotels will continue to fund about 40 projects that need from 1,000 to 25,000 euros. In addition, it will increase its support to specific charitable organizations to replicate effective programs or conduct large-scale projects.

Every year, it will identify several programs that it regularly supports to help them expand and grow. For example, in 2018, Solidarity AccorHotels is helping the European Institute for Cooperation and Development (IECD) to replicate its baking school model in Yangon, Myanmar (already

deployed in Hué, Vietnam). Aimed at young people who never had access to education and employment, this model has proven itself, with employability rates close to 100%.

The fund also provided substantial funding to Refettorio in Paris whose launch required heavy investment (see page 35). This community kitchen serves free meals to socially marginalized people living in extreme hardship, while acting to eliminate food waste.



Strengthening the mechanisms of post-training employability

In the coming years, Solidarity AccorHotels teams will be looking for the best ways to support access to long-term employment for people finishing training programs. For example, some projects may seek to create innovative tools that put beneficiaries ending training courses in contact with recruiters or

tools that put the profiles of people entering the job market into the hands of recruiters. Solidarity AccorHotels wants to act to improve the mechanisms for access to the job market for people completing employability skills training.

Thank you to the association leaders, employees and volunteers of the associations who every day support the projects in the interest of the beneficiaries.

Thank you to all those who have contributed to the growth of Solidarity AccorHotels over the past ten years: Administrators, members of the permanent team, members of the Selection Committee, committed AccorHotels employees and donors.

Chief editor

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