

A welcoming heart beyond borders

Annual Report 2016

solidarity
ACCOR HOTELS 

solidarity

ACCORHOTELS 



ACT, WHEREVER WE ARE

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By taking action locally among the most vulnerable people in need, we reaffirm our vision of 'positive hospitality' each new day. No matter where the AccorHotels Group is located, currently in over 95 countries, you will find our employees taking action, leading the way for locals and partners to be more socially and environmentally responsible. Our clients often say that hotels should promote the local economy. This only confirms that our commitment to those around us is legitimate, understood and desired.

“ Our commitment to those around us is legitimate, understood, and desired ”

Who better to solidify the link between the hospitality industry and the surrounding communities than Group employees supported by Solidarity AccorHotels? 20,000 employees have supported local NGOs and associations since 2008. By supporting them, our Endowment Fund has mastered one skill: fighting economic and social exclusion through professional integration. Solidarity AccorHotels lent its support to over 270 projects which has helped to spread the culture of social and environmental responsibility. It's our way of promoting social inclusion and encouraging sustainable socio-economic development in the regions.

In 2016, we went a step further with Solidarity AccorHotels by inviting our loyal customers, members of Le Club AccorHotels loyalty program, to make an even deeper commitment with us. This was a very important step that we would like to continue in the coming years. Where our employees, hosts, and surrounding communities have built strong relationships, the Group's impact is most poignant: in other words, more sustainable. Let's work for everyone to keep on committing and to keep on benefitting so that new momentums of solidarity can be born.

Sébastien Bazin

Chairman of Solidarity AccorHotels Board of Directors
Chairman and Chief Executive Officer of AccorHotels

Key figures



Solidarity
AccorHotels
in 2016

5,000
employees supported
in their
commitment to

34
projects in

19
different
countries

€400,762
allocated to projects by the Endowment Fund



102 Le Club
AccorHotels guests
converted their loyalty
points into donations



Since 2008, support has come from
800 hotels at the heart of



271 projects
in aid of



220,000
direct and indirect beneficiaries

Commitment to surrounding communities

In 2011, Kasemsri, a young Thai woman from a disadvantaged minority, began in Mae Sot the hotel and catering training program run by the IECD (Institut Européen de Coopération et de Développement) that we have supported since 2013. After completing an internship in one of the Group hotels and beginning a promising career, she went on to be a teacher at the training school and later became the manager of the restaurant school.

This story, and so many others, are true sources of inspiration for all AccorHotels employees who are committed or wish to commit. In nine years of providing support, 20,000 employees have invested themselves in more than 200 associations and NGOs across all five continents; testimonies and proof that allow us to continually refine and advance our knowledge in training and professional integration here at Solidarity AccorHotels.

This expertise is without a doubt the fertile ground of our ambition: to fight social and professional exclusion of vulnerable people in areas surrounding our hotels in every country where the Group is located. If global awareness and hospitality are part of our DNA, it is in part thanks to the proximity of the local people involved; each employee has an additional motivation for their daily work and becomes anchored in the region where they are located.

It is important for our Endowment Fund to evolve with the Group image, all the while maintaining the same flexibility and agility. When AccorHotels increases its reaction time to its clients, this same requirement passes on to Solidarity AccorHotels and everyone involved. We want to include a maximum number of employees, partners, and clients in this culture of commitment. To do this, we give everyone an opportunity to finance our actions, whether it is through fundraising, or by converting loyalty points from Le Club AccorHotels into donations.

As you will see in the following pages, we are gathering all the means to develop new ways and new tools to further expand the impact of our actions.

Christine de Longevialle
Managing Director of Solidarity AccorHotels

At Mae Sot in Thailand with youth from the IECD



“ This expertise is without a doubt
the fertile ground of our ambition:
to fight social and professional exclusion
of vulnerable people ”

Home-grown expertise

If solidarity is inscribed in our Group, which is a world leader in the hospitality industry, the credibility of our actions rests upon our expertise, which must always be internally enriched and externally legitimised. This expertise is supported by the Solidarity AccorHotels Endowment Fund, and more broadly by AccorHotels employees, whose skills enable us to meet our professional training and integration objectives. With a positive completion rate of over 60% for beneficiaries assisted by the Endowment Fund, Solidarity AccorHotels has been devoted to this commitment since 2008. This commitment is reinforced with each new project, and each new encounter with associations and beneficiaries.



“Transmission is part of a Chef’s profession, as is the courage that it takes to get started. Moreover, cooking is one of the professions that most highly values putting various cultures and origins together; this is certainly the reason that the restaurant profession has provided exemplary pathways to professional reinsertion”

Dominique Frérard

Chef at Sofitel Marseille Vieux Port

When the time comes to develop and optimise training and integration programs, various qualities are needed for punctual technical support, overall management, daily follow-up of the projects and for the development of a communication plan. Chef Dominique Frérard is one of the pillars of our partnership with the Table de Cana (see page 22) in Marseille (France).

The wide diversity of professions within the Group gives us the opportunity to solicit some of the most unexpected expertises such as that of Alexandre Chabrot, Brand Design Programmer in Spain and Portugal. He creates a parallel between his training as an architect, his profession, and his commitment to the Entre Mujeres association (see page 30).



“The work of an architect requires one to listen critically and attentively, while having an open mind; to be both the client and the contractor, to keep in mind the needs of the users while maintaining the intuition of an architect. This can inspire us to work with the beneficiaries of Entre Mujeres to better co-develop integration programs”

Alexandre Chabrot

Brand Design Programmer, Spain and Portugal

In order to mature, our expertise must also be solicited and enriched by our partners. Our capacity to get them on board with us helps advance our projects. The partnerships that we develop are just as essential as sharing our expertise (for the NGOs that we support, diversifying support makes them more sustainable). Cécile Vic, Managing Director of the Air France Foundation, explains the importance of building our actions together.

“Our professions are complementary and our common values bring us closer. It makes sense that the Air France Foundation offered to join teams with Solidarity AccorHotels to partner with the Aïna, Enfance & Avenir association. Thank you, on behalf of the young mothers and children that were saved. Thanks to you all, they have a future ahead”

Cécile Vic

Managing Director of the Air France Foundation



Convincing many to join forces

The growing number of requests addressed to our Endowment Fund is not only due to a decade of work; it is also the result of two complementary trends.

From this point forward, AccorHotels employees at any level can get involved in solidarity initiatives; the diversity of their profiles encourages the expansion of the initiatives supported by the Fund. Everyone is eligible to get support. Jean-Michel Cassé, Chief Operating Officer India and South Asia, supports the employees that are committed with us.



“The creation of the “AccorHotels Center for Hope” based in New Delhi, India, allows highly vulnerable youth to be trained in the hospitality and sales industry. Employees have the satisfaction of using their expertise to serve their surrounding community by participating in the training and welcoming young beneficiaries as interns. Working together for a common cause also creates strong bonds within the Group, which in turn contributes to long-term careers, which is beneficial to everyone”

Jean-Michel Cassé

Chief Operating Officer India and South Asia
Solidarity AccorHotels Board member

The second trend is the result of the ‘in-fusion’ of our values. If our expertise has earned us a certain legitimacy at the heart of our profession, the success of our actions has also generated new requests involving aspects outside of professional training. Recently, employees have been seeking the guidance of the Endowment Fund Selection Committee wherever an opportunity arises for us to integrate new acts of generosity. For example, when headquarters are relocated or renovations are required (hotels), the Endowment Fund helps locate recycling facility associations, or integrates reinsertion structures with the worksite. The Fund can also counsel teams in establishing solidarity teambuilding operations, which would increase the impact and success of the project.

Thanks to these diverse actions, Solidarity AccorHotels has sown solidarity throughout its missions, harvesting new partners along the way to support their actions.





Multiplying our strengths

Increasing inequality requires us to take action; the success of our projects enables us to do so. We must find ways to maintain and continually develop our commitments to professional training and integration for disadvantaged populations. When we develop an expertise, when our action rests on a growing commitment of involved AccorHotels parties, we can and should increase the number of beneficiaries. Solidarity AccorHotels is entering a new phase of its development by expanding the possibilities for financing, and opening the doors to exciting perspectives for the future.

Solidarity AccorHotels has implemented a means of fundraising among Group employees, its partners, and its clients since 2013. In addition to its initial allocation, AccorHotels gives one euro for every euro raised. These actions have become regular events, as is the case for the Solidarity Challenges (see page 26). In line with our other levers of change, employees, through their commitment, are the primary source of fundraisers.



“ There is a collective desire of the Group to support solidarity initiatives in countries where we are located. Our loyalty program through the hotels contributes to the concrete implementation of this desire. In order for the programme to remain transparent and sustainable, we regularly inform Club members about the actions that have been supported by their donations ”

Isabelle Birem

SVP Loyalty

Sending an electronic greeting card, which allows a symbolic donation of one euro to be made to Solidarity AccorHotels, for example, has been adopted by thousands of AccorHotels employees over the past three years. Other fundraisers, initiated in 2014 for humanitarian crises, have allowed us to expand our training and professional integration action; this was the case when members of Le Club AccorHotels were given the opportunity to convert their loyalty points into donations.

Our fundraising operations are a way to measure our standing, a means for us all - employees and beneficiaries, as well as partner associations - to promote the concept of independence that we are so passionate about. With the Group's support, we are able to confirm our ability to continue our actions for years to come.



Projects



6 Projects Steps



1. GET COMMITTED

Do you support an association or an NGO? Would you like to present a project?



2. BE ELIGIBLE

Does your project meet the eligibility criteria? *



3. SUBMIT YOUR PROJECT

The submission form is online at: projets.solidarity-accor.com/en



4. UNDERGO ASSESSMENT

Solidarity AccorHotels standing team carries out an in-depth evaluation of your project and of the association involved.



5. GET SELECTED

After evaluation, the Selection Committee or the Board of Directors votes on your project.



6. RECEIVE OUR SUPPORT!

The project becomes a reality thanks to your support and that of Solidarity AccorHotels.

All projects are submitted to Solidarity AccorHotels by employees of the Group.



*ELIGIBILITY CRITERIA FOR PROJECTS

- Include one or more local Group employees.
- Come under the aegis of an official association or NGO in a country where AccorHotels is located.
- Be part of one of our fields of intervention:
 - ♦ Encourage access to professional skills, employment or entrepreneurship through vocational training or economic development.
 - ♦ Offer sustainable support to local populations facing humanitarian crises.

THE EMPLOYEE'S ROLE**

- Be the liaison between the NGO and Solidarity AccorHotels.
- Follow-up with the project through quarterly reports and on-site visits.
- Ensure that the teams are up-to-date on the project's progress.
- To get more involved? Hotel visits, immersion, career discovery days, fundraising and donations. The employee is the main source of on-the-ground expertise; it's up to him or her to determine the extent of his or her increasingly relevant involvement for the NGO, its beneficiaries, the hotel and the Group as a whole.

**Solidarity AccorHotels has expanded the definition of employee to include employees of Group managed partners and franchises.



Les Jardins de Lucie

DIVERSIFYING PROSPECTS OF JOB-INTEGRATION STRUCTURES

In 2016, Solidarity AccorHotels continued to support **Les Jardins de Lucie**, a job-integration workshop, member of the Réseau Cocagne, which employs approximately 50 people in need. Its cannery not only brings job prospects in organic agriculture, diversified revenue, and additional training opportunities for beneficiaries, it also provides a solution to overproduction. The structure expanded in 2015 by hiring 15 new employees! In order to help this development and maintain quality training, Les Jardins de Lucie is building new workspaces. We are participating in financing their construction.

The employees committed to this project hope to perpetuate support beyond simply purchasing products and giving beneficiaries advice on the hospitality business. Les Jardins de Lucie employees have occasionally worked in kitchen with Group Chefs, and have had the opportunity to speak with Group employees during exchange days. AccorHotels was one of the first companies to try their services created for businesses, such as professional breakfasts. The challenge hoteliers currently face is to encourage job integration of association employees by offering them immersion opportunities in hotels in Lyon.



Carole Cursio

Regional Recruitment Manager
Rhône Centre-Est

Sophie Verdier

Room Division Manager
Novotel Lyon Gerland

“We fell in love with this project because on one hand it brings together social and professional integration, and on the other, it meets consumer demand by selling baskets of organic products”

7,000

canned goods produced in the cannery's first year of production



GASTRONOMY AND JOB INSERTION

Solidarity AccorHotels has been supporting **La Table de Cana Marseille** since 2015. This large job-integration structure in the Provence-Alpes-Côte d'Azur region focuses on the restaurant business. They have trained more than 1,000 beneficiaries over the past 20 years, and recently developed the “**Des Étoiles et des Femmes**” (Stars and Women) program. Candidates for a professional CAP catering qualification, coming from northern neighbourhoods of the city, are paired with a profession Chef who volunteers to train them. Last year, we told you about Hafidha who was a beneficiary of the program and also featured in the documentary “We are Women”. The film was very popular on the France Televisions channels, confirming that this particular sector has the capacity to generate interest and ambition by breaking social barriers and rewarding the commitment of apprentices in this demanding field.

Solidarity AccorHotels renewed its support for a class of 12 women, four of whom will do internships in Group hotels*, by assuming the costs of their personal and professional coaching. To allow the women to fully commit to their training, the program includes a plan to assist them with their transportation, provide childcare solutions, as well as refresher courses in stress management and theory, which will enable the program to set an ambitious goal for the rate of job integration (between 70 and 90%).

* Sofitel Marseille Vieux-Port, Pullman Marseille Provence Airport, Pullman Marseille Palm Beach, and Mama Shelter.



Keltoum Scotto

Apprentice working
at Sofitel Marseille Vieux Port

“ With all the
techniques that
I have learned, I am
well equipped for my
professional project
and more confident in
my future ”

25%
of students have opened
their own restaurant!

La Table de Cana Marseille





Positive Planet
Entreprendre en Banlieue



Eurêka Emplois Services

ENCOURAGING
ENTREPRENEURSHIP IN
DISADVANTAGED AREAS

In France, employees of the Parisian headquarters are also committed to encouraging insertion around them. Three Fastbooking executives chose to support the **Positive Planet's Jeunesse d'avenir** program, which works to integrate youth from disadvantaged neighbourhoods. They have committed to helping train and pass on their knowledge of web, marketing, and management to 15 selected beneficiaries at the Poissy branch. Solidarity AccorHotels supports this project by providing €15,000 destined for training modules.

1 year of training for
15 selected beneficiaries

UPGRADING INTEGRATION
STRUCTURES TO KEEP THEM
EFFECTIVE

Eurêka Emplois Services has been encouraging professional integration for socially marginalised people in the Pays de Brocéliande (Brittany, France) for over 25 years. They assist nearly 400 people each year; 45 of them work at the “Green spaces” worksite, which is specifically supported by Solidarity AccorHotels. As materials evolve, workers’ ability to integrate the job force is dependent upon having the opportunity to train with the latest innovations. Solidarity AccorHotels finances the new work tools.

1 workshop
to present careers organized
with the Novotel Rennes Alma



DIGITAL: A TOOL OF
SOCIAL PROGRESS?

“ClicNJob’s approach makes sense to me. Their platform is fun, well thought-out, and really useful... I believe in it!” The words of Olivia Dingreville, Project Manager Revenue & Distribution, testify to the enthusiasm inspired by this program from the **WeTechCare** association, which uses the latest technology to encourage reintegration and reduce the isolation of disadvantaged populations. The ClicNJob digital platform offers guided training programs, an informative CV generator, career orientation assistance, and most importantly, a social network that connects integration professionals and job seekers. Solidarity AccorHotels participates at the top of the chain by financing the development of the website. Committed Group employees contribute by providing orientation and information concerning the hospitality industry.

+ 70,000 youth joined the platform since its launch



WeTechCare

Solidarity Challenges

Outdoing ourselves together for a cause

No matter where they are organized, **Solidarity Challenges** are based on the same simple idea: giving the best of oneself. Whether you interpret these words literally to mean giving generously of one's intelligence for the good cause, or figuratively to mean outdoing oneself, when the competition is over, the core idea is the same - giving the best of yourself. By associating races, games, and competitions to a cause, AccorHotels employees raise funds for various projects, and do an exceptional job recruiting volunteers among Group employees.

The Springboard Charity United Kingdom

This was the case in London when 30 employees from three hotels ran the Color Run, paying around €30 each to register for the race. With Solidarity AccorHotels matching donation, nearly €2,000 was raised for the **Springboard Charity** NGO that the Group has supported for 5 years, and more specifically for its **"Street to Success"** project that assists 25 highly vulnerable youth find employment. Some of these youth have had the opportunity to do internships in Group hotels.



Apprentis d'Auteuil France

The "10 km de l'Equipe" has become a 'must attend' event for Sofitel ambassadors in France. Each year more people come to run for the **Apprentis d'Auteuil**. With the help of the fundraising, 68 participants in 2016 were able to assist the training center in Thiais to develop a vocational diploma in "Culinary Arts".

1 race
10 km mobilising
68 Sofitel employees

€6,800
raised

60 youth
trained in jobs in the hospitality
and catering industry

AHOY Charity United Kingdom

Six Novotel London Greenwich employees held a rowing competition to raise funds for the **AHOY Charity**. "Their work with disadvantaged youth is remarkable. The beneficiaries develop qualifications that provide the foundation for a solid career," Florian Jourdhier, General Manager of the hotel.

1 rowing race
involving 6 Novotel London Greenwich
employees

€2,400
raised

10 youth
trained in sailing jobs

Tissons la Solidarité France

This year the sales team of Pullman Paris held the Solidarity Christmas tree-decorating contest again at its partner offices. The goal of the challenge? The winning office received a check for €1,000 which was then awarded to the association of their choice. In 2016, **Tissons la Solidarité**, which works for the integration of women in fashion design and the fashion industry, was the selected beneficiary.

1 competition
Christmas tree-decorating competition
organized by the sales team of Pullman Paris

€2,000
raised

35 women
in job-integration assisted in
their professional training as
"saleswomen" and "adjusters"



AGROECOLOGICAL PRACTICES FOR INTEGRATION

In Ciocanari, north of Bucharest, Romania, the **Ateliere Fara Frontiere** (AFF) integration structure has been fighting against waste and pollution for 10 years by making crafts and products from recycled materials and through organic agriculture. This year, AFF built 4,000 m² of garden market greenhouses to create the **Bio&Co** workshop. 20 highly vulnerable beneficiaries receive a complete agricultural training at the greenhouse. The follow-up and training of each individual costs an average of 800 euros a month with a 100% reintegration rate.

AFF was chosen because its project associates custom assistance for marginalised persons by providing an overall education of agroecological practices expressed by the French neologism “consom’action”. After initially supporting the project in 2010, Calin Ile drove the Romanian AccorHotels* teams to rethink their commitment in order to integrate the NGO in their daily professional lives. To do this, they implemented a trial system for separating waste and composting managed by AFF in the four Group hotels, studied the possibility of the Group purchasing AFF vegetables for their restaurants, etc. Solidarity AccorHotels has notably provided the funds for installing an irrigation system, creating a cold room, and setting up offices.

* Pullman Bucharest World Trade Center, Novotel Bucharest City Center, Mercure Bucharest City Center, ibis Bucharest Gara du Nord, ibis Bucharest Palatul Parlamentului.



Calin Ile

General Manager
ibis Bucharest Gara du Nord

“The support provided to AFF represents true solidarity as well as a way to be intelligent and change our habits by using more organic supplies and being more responsible about waste in all of our hotels and restaurants”

200KG
of waste picked up each month
in four Group hotels



ARTISANS IN SOCIAL INTEGRATION

The association **Entre Mujeres** (EM) has been working with women from southern neighbourhoods of Madrid since 1999 to assist in their social reintegration through Spanish lessons, computer training, and artisan training. The association works with 12 women full time and occasionally assists an additional 20 youth. EM created **Soulem**, a social company that sells, among other things, lamps that are made by employees who completed the training workshops, with the aim of providing more direct access to jobs and encouraging economic development. The excellent quality of the products means that they are in consistent demand, which has created a need for Soulem to expand. AccorHotels' support, which is notably financial, is aimed to foster this expansion by enabling Entre Mujeres to perpetuate jobs, rent larger premises, and buy the materials necessary for production.

Soulem has been contracted to provide its lamps, cables, and patio furniture to four ibis hotels in Spain and Portugal. The Group decided to increase its order after the encouraging 90% rate of completion. Brand Design Programmer, Alexandre Chabrot, originally handled all of the advising, production follow-up, and potential business opportunities. Rebeca Avila, Communication Director for Spain and Portugal, joined him to assist the association in expanding its institutional network.



Alexandre Chabrot

Brand Design Programmer

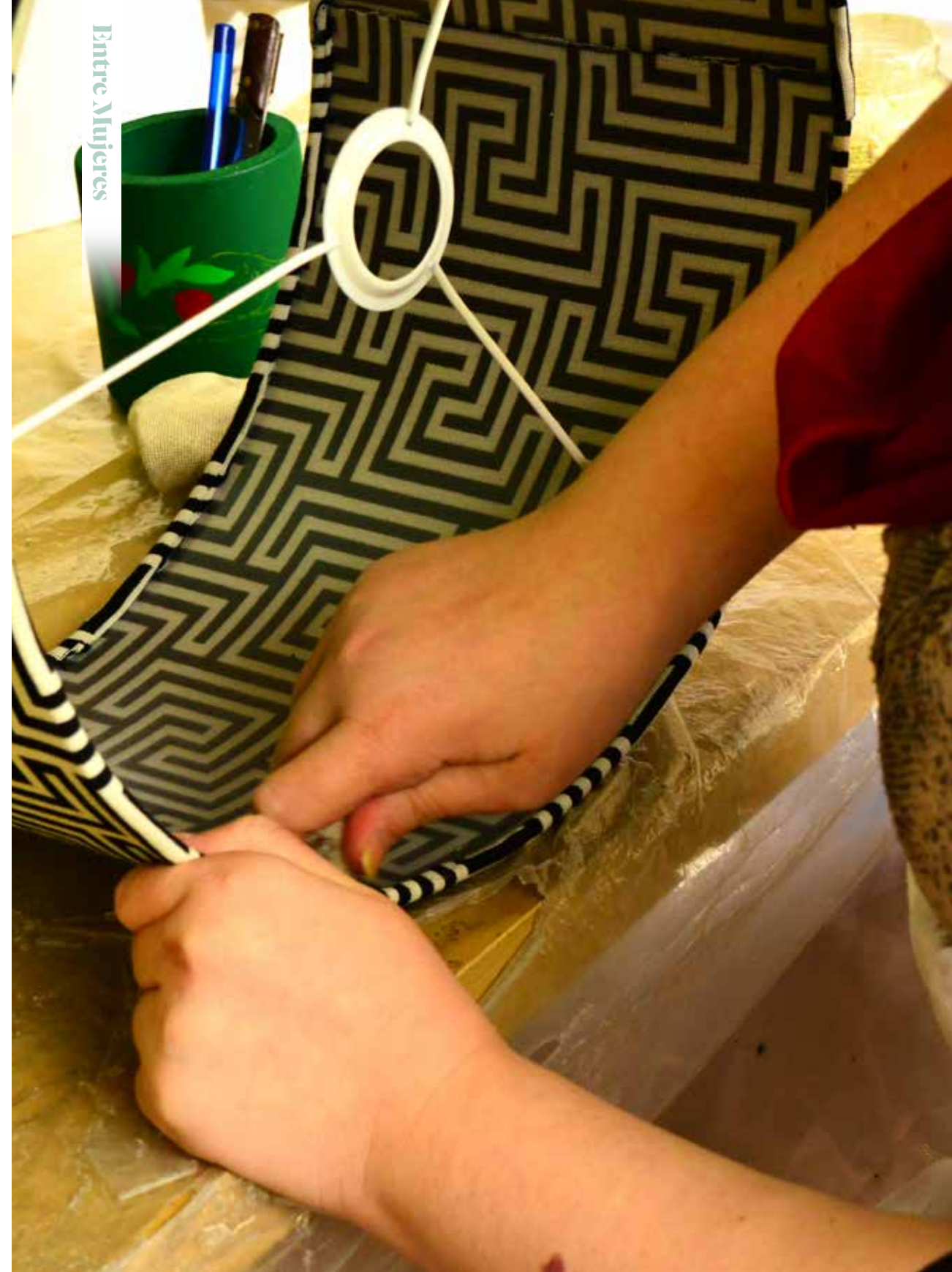
Rebeca Avila

Communication Director
Spain and Portugal

“ This collaboration is the fruit of a great adventure in humanity as well as an emblematic project in sustainable development that the Group and Solidarity AccorHotels should promote ”

€15,000

of support, including €3,000 for material for the training workshop



Entre Mujeres



TAKING ADVANTAGE OF A BOOMING INDUSTRY TO DEVELOP TRAINING

Although Cambodia remains one of the least favourite South Asian countries, several industries such as the construction industry are benefitting from the economic growth of its economy in recent years (between 5 and 10%). **École du Bois** is a French NGO founded in 2008 to meet both the need for skilled labour in the sector as well as the need for professional integration. It trains about 30 youth from struggling rural families per 18 month cycle. The beneficiaries are completely taken care of throughout the training program; they finish the program with a professional certificate equivalent to a French CAP. As Cambodia does not have a tradition of woodworking, the school is highly valued and all of the beneficiaries either continue their studies or enter the job market with a salary three times higher than the average salary!

Solidarity AccorHotels finances 25% of the NGO's carpentry workshop operations, notably the machines and primary materials.

As park furniture and buildings are modernized, the growing demand for woodworking requires the structure to develop as it is the only training of its kind in the country.

The challenge therefore is to fulfil the orders while perpetuating the training mission. The furnishing requirements of the Sofitel Phnom Penh Phokeethra play a role, along with the possibility of job training in the technical services at the hotel.



Rocun

Former student
turned carpenter

“ I wanted to work independently to create other jobs. Today I have seven employees, two of which followed the same course as me. Today, everyone in my family benefits from my training that I completed four years ago ”

100%
successful
completion of
the program



Shanghai Young Bakers, China



IECD, Thailand

LOYALTY AND RIGOR DEDICATED TO PROVIDING TRAINING

With 29 beneficiaries in 2016 and over a hundred since the launch of this program, **Shanghai Young Bakers** has proved its worth since February 2009. The graduates have a 100% integration rate. For Solidarity AccorHotels, the partnership that began in 2013 with Shanghai Young Bakers is a model of its kind: integration through the restaurant industry (the bakery), savoir-faire typical of French excellence and on going initiative from motivated and committed local teams.

42 youth trained in Group hotels over **4** years

IN THAILAND, TRAINING AIDS THE INTEGRATION OF MINORITIES...

Supported by the Group for 4 four years, the **Hospitality and Catering Training Center** (HCTC) is a hotel school for minority youth from the underprivileged Karen minority in Thailand. The HTCH was created in 2009 by the **Institut européen de coopération et de développement** a French international Solidarity Organisation, and a local partner of Mae Sot near the Burma border. After completing training, notably at the **Passeport HCTC** restaurant, 30 graduates complete the course every 2 years. In 2016, two of them successfully participated in the "World Skills Thailand" competition.

2 AccorHotels employees participate in the IECD conference about insertion and the hospitality industry

... JUST LIKE IN VIETNAM WHERE 60 YOUTH ARE TRAINED IN THE HOSPITALITY INDUSTRY

Solidarity AccorHotels supported the 3rd and 4th classes from the association **Poussières de Vie**, created in Kontum in 2014 in line with their commitment to marginalized populations in Asia. From 2016-2017, 60 youth (twice the number of previous years) between the ages of 16 and 30 were trained for jobs in the hospitality industry with the help of teams from the Novotel Saigon Centre, Phu Quoc, and Sofitel Ho Chi Minh City, which accepted trainees from minority ethnicities.

19 trainees welcomed into AccorHotels establishments since 2015



Poussières de Vie, Vietnam



FXB, Burma

WOMEN EMPOWERMENT CAN ALSO RESULT FROM PROFESSIONAL TRAINING

In Burma, we have contributed to another lasting partnership. With the help and commitment of Philippe Battlé and teams from the Novotel Yangon Max, Solidarity AccorHotels supports the **FXB International NGO**, which trains young women in weaving by hand, sewing, and interior decorating. Since 2016, 130 young women from the Yangon slums have received a daily meal, a regular monthly income and had their transportation covered to help pull them out of destitution and lead them to complete integration.

1 FXB point of sale established in the Novotel lobby since March 2016



ENCOURAGE EMPOWERMENT THROUGH PROFESSIONAL AND PERSONAL TRAINING

Solidarity AccorHotels has supported the **Virланіе Foundation** in Manila, in the Philippines since 2009, first to support a project providing multi-disciplinary professional training, then in 2011, to support their “Life Home” project that aimed to prepare street children for life off the streets. In 2016, the Group renewed its commitment for a project that associates the two approaches, both professional and personal, in one project called the “**Indepandant Living Program**”.

In line with the ambition of this NGO that has been recognized since the 90's, the Group's participation is multifaceted: financial gifts (40% of the training expenses), training assistance, internships offered in the hotels, strategic advising throughout the process, etc. For the first time this year, the Group's support involved teams from three hotels: Novotel Manila Araneta Center, Sofitel Plaza Manila, which notably organized a charity marathon for the NGO (photo), and the Fairmont Makati, just recently involved in the project.

In 2016, the NGO accompanied 70 youth through communication, entrepreneurial, and computer training; CV workshops; environmental projects; etc. 80% of these participants will find a job upon completing the program (13 found a job within a year of finishing) or continue their studies.



Bernd Schneider

General Manager
Novotel Manila Araneta Center

Marian Villar

Director of Human Resources
Sofitel Plaza Manila

“Virланіе is one of the innovating players that wants to use economic growth as a systematic lever for social progress and poverty reduction. We agree completely with this vision”

€615
to assist a youth
for one year



Rescue and Hope



UPDATING TOOLS TO SAVE TRADITIONAL WORK

Certain societies based on agriculture have structural difficulties (rural exodus) and punctual difficulties (climate, price of raw materials). In those contexts, integration takes place through the preservation of traditional jobs that must adapt in order to perpetuate. This is the delicate mission that Solidarity AccorHotels has decided to tackle in Toffo, 80 km outside of Cotonou, by supporting the Beninese NGO, **Rescue and Hope**. The association, created in 2008, focuses its efforts on transforming agricultural products by going from health to integration, in passing through education and training for vulnerable populations.

Teams at the Cotonou ibis and Novotel support the construction of a training site newly equipped to produce cosmetics by transforming manioc into flour or palm nuts into oil. Although purchasing a nut crusher and setting up a cosmetic laboratory are costly investments, they are essential to the local economy. The training programs evolve as the construction of the building, which will be completed in 2018. It will be able to provide intensive training for youth or advanced level training (experienced women, but who have declining activity) with an integration rate of approximately 85%. The teams oversee the worksite and the hotels participate in purchasing and distributing the resulting products.



Richard Robaix

General Manager
ibis and Novotel Cotonou

“We are devoted to carrying this project as far as possible so that it can succeed in enabling women in the village to blossom and become financially independent”

350
women helped to
financial independence





TO OVERCOME EXTREME POVERTY, FOCUS ON EFFECTIVE TRAINING

When it comes to professional integration, certain methods and ingredients remain consistent regardless of the cultural or economic context. Basic knowledge, self esteem through being useful to society, and the notion of independence are some of these. In some of the poorest countries in the world, such as Madagascar, professional training has to be adapted. Illiteracy affects 48% of adults, and 76% of the country lives below the poverty line. For the **Aïna, Enfance & Avenir** association, created in 2005, the integration of the most vulnerable women first involves education and following-up with the children. It also provides diverse specialisations, from quick training to longer courses that lead to professionalisation. In the heart of the **Aïna Antanandrano Village** next to the “solidarity childcare centre”, beneficiaries of the training programs learn agricultural skills, artisanal trades, hairdressing, and cooking.

AccorHotels teams are personally involved and giving more than just financial support; the ibis Antananarivo Ankorondrano welcomes interns in their kitchen, aims to supply the kitchen with fruits from the village on a long-term basis, and participates in hygiene by sending unused soap and shampoo samples to the village. The expertise of our teams combined with financial support allows the artisanal training to improve their production as well as their distribution.



Zak Mouafik

General Manager
ibis Antananarivo Ankorondrano

“ Seeing these young mothers with their babies, I told myself that something had to be done to help them. Getting personally involved is a way to prove that when we work hard, we can do it! ”

60
isolated young
mothers trained



Aïna, Enfance et Avenir





Arca do Saber

HOTELIER'S EXPERTISE FOR QUALITY PROFESSIONAL TRAINING

Group employees in Brazil have been among the most committed since the start of Solidarity AccorHotels. In a country full of tourism where social inequalities are just as striking, integration by training, which perfectly aligns with our philosophy is a crucial means of development in underprivileged urban communities. The Brazilian association, **Arca do Saber**, offers marginalized youth in one of São Paulo's slums, Villa Purdente, an extracurricular educational program on education, hygiene, nutrition, etc. Their "**Arca do Crescer**" program, launched in 2016, aims to create a training program in the hospitality industry as well as in the computer sector. The goal is to train 60 youth from the neighbourhood beginning in the summer of 2017.

Patrick Mendes, Chief Executive Officer of Hotel Services in South America and teams from the headquarters provide varied and multidisciplinary support. The Endowment Fund provides finances for equipment and to build premises (€15,000) while the Group employees lend technical support by taking part in the construction. They are also committed to assist in the development of the associations' training programs in the hospitality and in the bakery industries.



Brazil



Claudia Faria Da Silva
Assistant General Manager
South America

“We need to give as much as we can to ensure quality professional training for youth. I am very pleased to participate with the São Paulo AccorHotel teams and to offer our expertise to develop the training programs. It's essential to the program!”

 **70**
employees
committed to
the association



CREATIVITY, THE DRIVING FORCE OF INTEGRATION

"The future of fashion is in the heart of the slums."

Andrea Fasanello, a Brazilian Sorbonne graduate with a degree in French literature, who changed careers and went into fashion, and Nadine Gonzalez, a former French fashion journalist living in Rio de Janeiro joined forces and armed with a vision, created **ModaFusion** in 2006. Together they oversee the conceptualisation and commercialisation of a large range of textile designs, created solely by youth from poor communities in Rio. The fact that they are successful and respected in such a demanding profession has made them even more notorious creating the need to expand. **La Casa Geração** is the school that welcomes about 50 students in fashion design, styling, photography, and modelling. Half of the students are from Vidigal, one of the most expansive slums in Rio that overlooks the Leblon and Ipanema neighbourhoods. It is also where ModaFusion is based.

In 2016, Solidarity AccorHotels financed the renovation and expansion of the premises. The Cesar Park Sofitel Rio de Janeiro Ipanema, which is emblematic on the famous bay, decided to entrust ModaFusion with the decoration of several luxury areas in the hotel. From the lounge chairs with cushions to the wallpaper of the rooftop bar and even the employee uniforms; a gesture to the association that is also a great way to generate future business for them.



Brazil



**Marie-Bérangère
Chapoton**

General Manager Caesar Park Sofitel
Rio de Janeiro Ipanema

“When we chose a hotel that was 100% Brazilian, we had to think about local suppliers. Looking up towards the hill, working with ModaFusion was just logical not only from a stylistic perspective but also from the vantage point of social progress”

Nearly **100%**
integration rate every year
for beneficiaries completing
the Casa Geração



SHELTERING MARGINALIZED YOUNG MOTHERS TO REINTEGRATE THEM

In underprivileged neighbourhoods in Lima, Peru, the cost of housing and assisting a vulnerable mother and her child is 250 euros a month or 3,000 euros a year according to calculations by the **Salvemos a la familia** NGO. When you realize that almost 14% of young women between the ages of 15 and 19 years old have unexpected pregnancies or pregnancies resulting from sexual violence, you can imagine the importance of the financial and technical support that the AccorHotels teams provide to this Peruvian NGO. The construction of the “**Hogar Refugio**” to house 10 young women from 11 to 17 years of age establishes a tangible and educational framework for these youth while working towards their financial independence through professional reinsertion. The goal is for 100% of the young women to be financially independent by the time they turn 18.

Clothing donations, furniture donations, and cleaning products are basic essentials that 16 Group employees in Lima contribute to the association. Looking further ahead, the support goal is to provide beneficiaries with professional experience in Group hotels, to work with the NGO to anticipate its financial needs for the upcoming year of 2018, and to face challenges presented by the opening of the “Hogar Refugio.”



Géraldine Marin

Deputy Manager
ibis Lima Reducto Miraflores

“ I believe the NGO has done an amazing job with the government in order to rescue this girls and providing them with housing, education and psychological help. AccorHotels is proud to be an ally of the NGO in this wonderful journey of a new era in the life of this young women ”

10
young single
mothers supported
in their social
and professional
reintegration





Other Solidarity



SOLIDARITY IN EVERY SHAPE AND FORM

Since its start in 2008, the **Solidarity Week** has expanded in Group hotels and head offices around the world. This one week in December is a way for AccorHotels to mobilise their employees for various solidarity initiatives in order to meet concrete needs expressed by the associations. These needs may include finances, equipment, food drives, a helping hand at a worksite, or just some time to come and share and talk. Solidarity Week has also become a good way to make Group employees, partners, and clients aware of the various areas of intervention that the Endowment Fund contributes to.

Twice as many hotels were mobilised this year; the visible fruit of the work cultivated throughout a multitude of actions. Thirty employees from the Parisian headquarters came together for **Trait d'Union - Entr'aide Emploi** by participating in the Corrida 10 km run that unites thousands dressed as Mother Christmas and Father Christmas. A few kilometres away, the Royal Monceau Raffles, the Sofitel Arc de Triomphe, the Sofitel Paris le Faubourg and the Mercure Paris Montmartre collected a record of more than 130 kg of toys in just three days for the **Rejoué** association. In Brazil, 23 hotels in Rio de Janeiro got together on the Flamengo beach for a massive clean-up operation while employees in São Paulo participated in a blood drive. In China, hotels in nearly two dozen cities united forces to raise €10,000 through a "Charity Bazaar" and cake sales to fight blindness in children living in rural areas.

We hope to do even better next year and support over 200 associations during this week that draws increasing more people together.

solidarity WEEK 2016



189 associations and
66,500 beneficiaries



More than 500 participating hotels



€115,000
raised in benefit
of associations



More than 18,000 employees
involved in 47 countries



When the commitment of our employees has no limits

At the close of 2016, Group hotels were committed to citizen and solidarity initiatives in their surrounding communities. Beyond the themes of integration and training, supported primarily by our Endowment Fund, mobilisation in local communities is part of our employees' DNA and takes form according to each specific location. Here are 8 examples of employee commitment that perfectly illustrate the expression "the heart in action" around that world.



Poland

A very special soirée took place 7 April 2016 at the Mercure Opole, 100 km southwest of Warsaw. **Dress for Success**, an association that assists women in professional integration and their quest for financial independence, took the initiative to organize the "Send one Suit" soirée, which was the opportunity for Sabrina Bartyzel, Director of Midscale Operations, to call upon the Women at AccorHotels Generation (WAAG). With their help, 50 professional outfits were collected for the association's beneficiaries. Sabrina explained, "a suit is just a symbol; (...) but as soon as they believe in themselves, they can move mountains."



France

Novotel France has come together every Easter weekend since 2011 for the **Restos du Coeur**. This national Easter egg hunt has become a highly anticipated event, giving employees' and guests' children the opportunity to hunt for eggs alongside the youngest beneficiaries of the Restos du Coeur. In 2016, a total of over 40,000 candies were hidden in the gardens of 40 Novotel hotels throughout France. The Sunday competition (this year the children had to create a super hero from clay) gave winners the chance to participate in Marvel Universe Live at the AccorHotels Arena in Paris.



India

In 2016, the remarkable involvement of Sathyam S.V., Director of Talent and Culture at the Novotel Hyderabad Airport earned him the "Planet 21 Employee Award" that rewards the highest level of commitment to developing communities or protecting the environment around the world. His drive has led Novotel to invest in no fewer than 18 different actions involving nearly a dozen organizations: women's empowerment, school renovations, material donations, set-up of organic vegetable gardens, reduction of waste, support for the International Day of Persons with Disabilities... a model of true commitment!



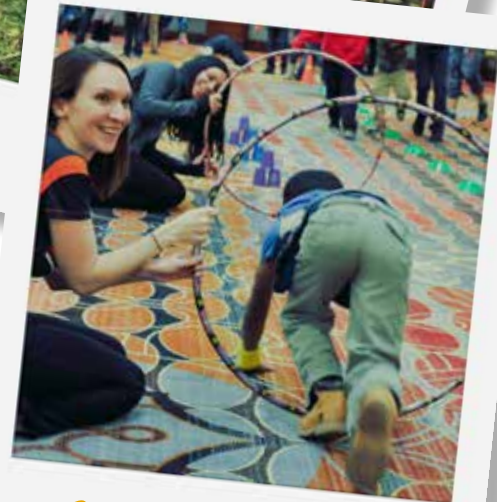
Singapore

In the end of 2016, the Raffles Hotel Singapore began a partnership with the **St Vincent Home**, situated nearby. The shelter houses over a dozen isolated older people who do not have any support system aside from public assistance. On 10 November 2016, a food drive among employees allowed an entire truck of food and hygiene and additional products to be delivered to the shelter. On Christmas, employees went to have tea and join in the activities at the St Vincent Home, bringing joy and good will.



South America

The model commitment of our South American employees never fades from year to year, which can be seen through three distinct initiatives. The Mercure Santa Marta Emile, in Colombia, developed its own **training program in the tourism sector**, aimed at marginalized youth. The training takes place in the hotel and has already led to several internships and jobs in 2016. In Rio de Janeiro, the ibis and ibis Budget Nova America hotels support **Amebras**. This professional integration structure for women from underprivileged neighbourhoods is unique in that it works around Samba culture. The incredible economy generated by the Carnival is used as a lever for social integration (tourism, crafts, project management, etc.) The disadvantaged **Yasi Porã** Indian community, which benefits from material and food donations from the Mercure Iguazú Hotel Iru is invited to sell their crafts at the hotel.



United States

Faced with the phenomenon of urban violence that particularly affects the city, the Swissôtel Chicago decided to support **SOS Children's Villages**, whose tutoring methods have proved effective. In two years, the employees' fundraising efforts have raised 43,000 dollars! In 2016, employees even went so far as to organize nearly a dozen solidarity events (picnics, workshops, races, etc.). The success of these events led the association to name the hotel one of their "sponsors of the year".



Ivory Coast

The Sofitel Abidjan Hotel Ivoire donated a dream getaway for four at their hotel, in the context of the raffle that was part of the **"Christmas tree for solidarity and hope"** event, organized by the Coquillages communications agency in Abidjan in December 2016. This great initiative aimed to provide an exceptional Christmas (pool, cinema, snacks, etc.) for underprivileged children in the Ivorian capital.



Egypt

In Cairo, the Sofitel, Mercure, and Novotel hotels came together in December to organize a fundraising race for the **Abul Rish Children's Hospital (ARCH)**. Over 1,500 participants, including 100 Group employees in Cairo met at the Sofitel Cairo El Gezira this year to run 8km along the Nil River for the AccorHotels Solidarity Run. Wide media coverage of the event along with the support of **"Cairo Runners"** should make this solidarity sporting moment the event to attend in years to come.



Organisation & Governance

BOARD OF DIRECTORS

The Solidarity AccorHotels Board of Directors, which is chaired by Sébastien Bazin, Chairman and Chief Executive Officer of AccorHotels, defines the Fund's strategic vision, votes on projects whose budgets exceed €20,000 and oversees their implementation. The Board has eight members:

5 ACCORHOTELS REPRESENTATIVES

Sébastien Bazin

Chairman of the Board

Chairman and Chief Executive Officer

Sophie Etchandy-Stabile

Treasurer of the Board

Chief Operating Officer HotelServices
France & Switzerland

Virginie Sido

Secretary of the Board

SVP Brand Culture, Engagement & Communication

Jean-Michel Cassé

Chief Operating Officer India and South Asia

Laurent Picheral

Chief Operating Officer of HotelInvest

3 QUALIFIED EXTERNAL MEMBERS

Jean-Marc Borello

Chief Executive Officer Groupe SOS

Arnaud Fayet

AccorHotels Franchisee

Françoise Holder

Honorary President of the
Force Femmes Association

THE SELECTION COMMITTEE

The Selection Committee votes on projects with budgets under €20,000 and oversees their implementation.

THE STANDING TEAM

The Board is supported by a standing team, which is dedicated to assisting employees in their community projects. The team works closely with local correspondents, who are AccorHotels employees from the project's host region or who have worked there for several years.

This sets the framework for good practice and allows the standing team to advise on each project, providing them with the tools necessary for their development.

Christine de Longevialle

Managing Director

Armelle Mougénot

Project Manager

Alice Madec

Project Officer

2016 Financial Statements

EUROPE (excluding France) SUB-TOTAL: €77,276

Association		Amount	Country
AHOY Charity	Training of 10 underprivileged youth in the sailing field	€2,380	United Kingdom
Aktion Deutschland Hilft	German lessons for migrant women to assist them in their integration	€20,000	Germany
Ateliere Fara Frontiere	Implementation of a vegetable garden for social and professional insertion	€23,000	Romania
Commune d'Amatrice	Amatrice Earthquake: reconstruction of a training school in the hospitality industry	€15,000	Italy
Entre Mujeres	Assistance in the developing the Entre Mujeres association	€15,000	Spain
The Springboard Charity	Assistance for 25 vulnerable people to get jobs	€1,896	United Kingdom

FRANCE SUB-TOTAL: €124,786

Association		Amount	Country
Apprentis d'Auteuil	Implementation of "Culinary Arts" in the Thiais establishment	€6,800	France
Eurêka Emplois Services	Professionalisation of employees integrating the "Green Spaces" worksites and the mechanic workshop	€10,500	France
La Table de Cana	Training for 12 women in the high-end restaurant business	€25,000	France
Les amis des caves Bertine	Training in professions involving ancient buildings for underprivileged youth	€12,000	France
Les Jardins de Lucie	Social and professional integration by processing organic produce	€10,000	France
Les Restos du Coeur	Development of the integration workshop activities to enable 40 disadvantaged people to be helped	€6,000	France
Positive Planet France	Assistance in starting a business for 15 youth from underprivileged neighbourhoods	€15,000	France
Rejoué	Change of scale for the Rejoué integration worksite	€8,000	France
Rejoué	"Solidarity Christmas": assistance in training employees to recycle and revalorise toys	€2,486	France
Sport dans la Ville	Information and introduction to reception and event planning careers	€10,000	France
Tissons la Solidarité	Support and training activities for "salespersons" and "adjusters"	€2,000	France
Trait d'Union Entr'aide Emploi	Implementation of training in "environmentally friendly cleaning" to assist employees in reintegration	€5,000	France
WeTechCare	Implementation of a digital platform to encourage professional integration of underprivileged youth	€12,000	France

AFRICA SUB-TOTAL: €63,800

Association		Amount	Country
Aïna, Enfance & Avenir	Assistance in social and professional integration for extremely vulnerable young women	€15,000	Madagascar
Children of the Dawn	Assistance in social and professional orientation for 372 young orphans	€12,300	South Africa
ESSOR	Professional training and economic insertion for 100 youth in N'Djamena	€12,500	Chad
OAfrica	Support to help 79 young adults achieve independence	€13,000	Ghana
Rescue and Hope	Establishment of a training center based on transforming agricultural and cosmetic products	€11,000	Benin

THE AMERICAS SUB-TOTAL: €56,900

Association		Amount	Country
Arca do Saber	Construction of a training centre for 60 youth from the slums	€15,000	Brazil
Humbiumbi	Professional training in the hospitality industry for disadvantaged youth	€15,000	Brazil
ModaFusion	Improve training conditions in the fashion industry for 30 youth from the slums	€11,900	Brazil
Salvemos a la familia	Socio-professional assistance for vulnerable young mothers	€15,000	Peru

ASIA SUB-TOTAL: €78,000

Association		Amount	Country
École du Bois	Professionalisation of the NGO's woodworking workshop	€12,300	Cambodia
FXB International	Training for 130 young women from shantytowns to allow them to become independent	€20,000	Burma
IECD	Training and insertion for 59 vulnerable Karen youth in the hospitality industry	€15,000	Thailand
Poussières de Vie	Training and integration for 60 minority youth in the hospitality industry	€8,700	Vietnam
Shanghai Young Bakers	Baker's training for vulnerable youth	€12,000	China
Virlanie	Assistance for 50 extremely vulnerable youth in gaining independence	€10,000	Philippines

INCOMES		EXPENSES	
Financial contributions received	€650,000	Financial support to projects	€400,762
		Operating project expenses	€24,000
Financial incomes and miscellaneous	€10,051	Operating expenses	€190,237
In kind contributions	€179,899	In kind contributions	€179,899
		Surplus 2016	€45,052
TOTAL	€839,950	TOTAL	€839,950

Payments to the Endowment in 2016 :

- Yearly contribution from the Accor SA Founder : €500,000
- Fundraising and donations : €197,109

EDITORIAL

Solidarity AccorHotels

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DESIGN & PRODUCTION

Community

PHOTO CREDITS

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Korus Imprimerie

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228 kg of wood



5 076 litres of water



192 km driven in Europe (Sources: www.arjowigginsgraphic.com)



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