



ACCOR



*Diversity & Inclusion  
Commitment*

*Diversity  
at Accor,*  
A HISTORIC  
AND SIGNIFICANT  
INITIATIVE

*Welcoming others, accepting and valuing their differences, acknowledging that we will be enriched by our contact with them, this is one of the founding principles of our management ethic – at once an intrinsic part of our Group’s DNA, an essential key to our collective success and a real challenge on a day-to-day basis.*

With 280,000 employees working alongside one another across the planet every day, diversity is a fact of life. Our ambition, which we want to strive for with you, is part of an overall approach of openness that seeks to promote workplace equality and prevent discrimination.

Diversity, at Accor, is declined in the plural: gender diversity, inclusion of people with disabilities, the richness of ethnic differences, social or cultural origins, and coexistence of generations. Our collective commitment is to give everyone unrestricted opportunities.

One of our firmly held convictions is that when we are able to acknowledge diversity in others, we create the conditions that are conducive to their well-being and we foster the expression of their talent. It supports the individual performance as well as being in our common interest.

It is therefore vitally important that we affirm our commitment loudly and clearly; that we publicise our commitments as widely as possible. They are part of our culture and our reason to be. As a foremost player on the international stage, it is our responsibility to now state these commitments simply, precisely, and clearly.

This is why we are publishing the Group Diversity & Inclusion Commitment. We are determined to ensure that they are valued within all the countries in which we operate, by taking into account each country’s history and heritage.

Diversity & Inclusion is what makes us different. We are the ambassadors of diversity to all Group’s stakeholders. All of us have a role to play – every day and in every situation – to guarantee that non-discrimination is the norm.

**Sébastien Bazin**  
Chairman and CEO

**Arantxa Balson**  
Chief Human Resources Officer, Accor



# 1

## *Combating* ALL FORMS OF DISCRIMINATION

Accor is committed to combating all forms of discrimination, whether on the grounds of ethnicity, social or cultural origin, gender, age, physical appearance or disability, religious belief, sexual orientation, family status, trade union activities or any other grounds prohibited under law.

**We ensure compliance with the fundamental texts** on non-discrimination, in particular the Universal Declaration of Human Rights.

**Knowledge of and respect for the law constitutes the non-negotiable framework for our actions.** We take full responsibility for our actions with regard to the risk of any penalties that may be incurred, and encourage all employees to measure the consequences of their own actions.

**We oppose any form of unequal treatment,** whether it involves the different treatment of two people on any grounds other than professional grounds, or any indirect disadvantage suffered by

a category of employees as a result of apparently neutral references or practices. Where the unequal treatment of an employee is identified in the Group, we are absolutely committed to ending it.

**We ensure that every employee is able to flourish in a working environment based on tolerance, openness and respect for others.**

By treating each person as an individual, we help our work organisations to adapt to the different human profiles; for the benefit of all and for a stronger economic and social performance.

**We ensure that these commitments to respect and fight against all forms of discrimination also apply to our guests.**

# 2

## *Opportunities* FOR ALL

Accor is committed to placing skills at the heart of its managerial and human resources, with the aim of welcoming, growing and supporting all talents equitably.

**One of the Group's priorities is to ensure equality of opportunity** for employees with the same professional skills, in particular for women and men, in all areas of work and at all stages in their working life: recruitment, training, remuneration, geographical mobility, and career development.

**In 2003, we signed the United Nations Global Compact** and we fully adhere to its ten principles, including those relating to human rights and labour rights. It is our intention to integrate these into the conduct of all our strategies and operational interventions.

**By adopting an international Group recruitment Charter**, we set ourselves common ethical and methodological rules for our recruitment process, seeking efficiency while at the same time ensuring equity and respect for the legal provisions in force.

**In order to support the access of women to senior positions**, we strongly recommend the drawing-up of short lists made up of an equal number of female and male candidates. For each applicant excluded from the shortlist, it is compulsory to provide an explanation based on skills.

**We will take all possible measures to diversify sources of recruitment**, for example by forging close links with local and national bodies responsible for education, training and employment, with vocational training schools and higher education establishments, as well as with universities.

**As a member of the ILO Global Business and Disability Network (International Labour Organization)**, we are committed to actively supporting an initiative to help people with disabilities integrate and remain in employment. We ensure that this initiative is implemented in the countries in which we operate, in line with local legislation.

# 3

## *Diversity training* AND AWARENESS-RAISING FOR EMPLOYEES

Accor is committed to providing Group employees with the necessary tools and resources to enable them to appropriate diversity and inclusion issues, taking local situations into account.

**Every training course provided for managers** via the Accor Academy network includes a module specifically devoted to diversity and inclusion. This aims to raise managers' awareness about issues such as non-discrimination and combating stereotypes.

**We make openness to diversity and inclusion a priority** of the induction path for new employees. Managers are provided with a Group Recruitment Charter which outlines good practices and details what they can and cannot do and the questions that can or cannot be asked during the recruitment process.

**The Group is also combatting and taking actions** against sexism and sexual harassment in the workplace and any infringement relating to people's integration.

**All employees can take the diversity and non-discrimination e-learning course**, which is available in French and in English via the Group's intranet.

**We provide practical guides on specific topics to help employees** integrate differences in their everyday working life. These include the Disability Guide, which sets out our rules and guidelines on recruiting people with disabilities and integrating them into the workforce.

# 4

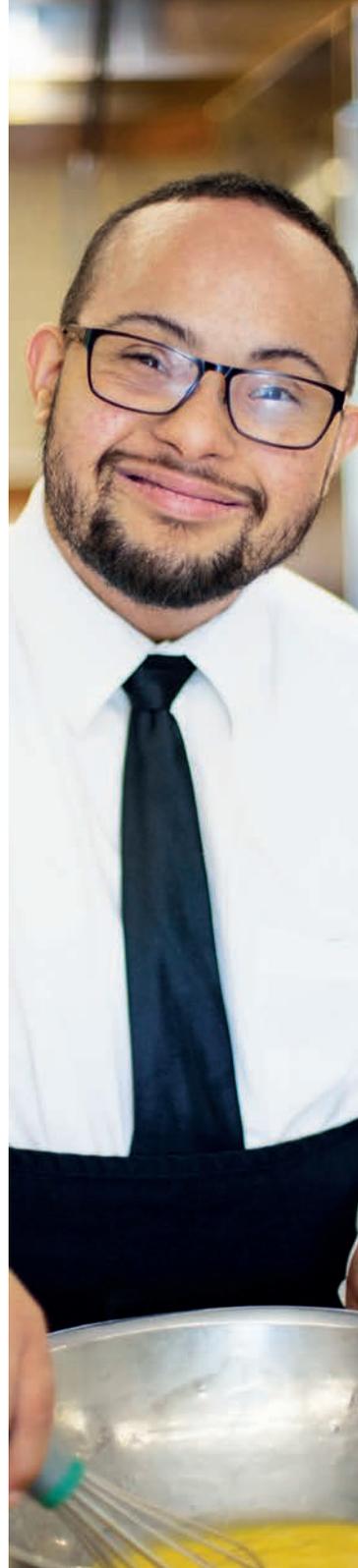
## *Publicising the actions we take*

### TO PROMOTE DIVERSITY & INCLUSION

Accor is committed to informing its employees and all those with whom it is in contact with, about the actions taken by the Group to help promote diversity and inclusion worldwide, and to give guidance as to how these can be put into practice.

**Having taken the measure of the extent to which awareness needs to be raised about diversity and inclusion issues**, we take every possible opportunity to publicise our own aims and commitments, the actions and initiatives implemented, and the results obtained, in all countries where we are present.

**The Group Diversity & Inclusion Commitment**, the Accor intranet, the annual report, as well as the corporate website <https://group.accor.com/en> are all used for internal and external communication on these topics.





# 5

## *Sharing* OUR DEMANDS

Accor is committed to fully playing its role as an Ambassador for diversity and inclusion and sharing its ethics by seeking to ensure that its requirements and commitments are also taken on board by its various business partners, in particular its suppliers.

**All our suppliers, sub-contractors or service providers are required to sign the Group Procurement Charter** and to comply with the social and environmental principles set out in it, complying with the legislation in force and international standards.

Non-discrimination is the first of these principles.

**Our suppliers must ensure that their own sub-contractors** fulfil the same requirements.

Failure to comply with any one of the criteria set out may constitute grounds for the termination of the business relationship.

# 6

## *Reflecting diversity in our offer* OF PRODUCTS AND SERVICES

Accor is committed to recognising the diversity of its guests and to integrating it as well as possible into its products and services by adapting them to the identified needs.

**At the beginning of 2014, we launched the «Inspired by her» offer in MGallery hotels** which is today deployed in more than 80% of the network. This initiative offers our female guests a range of special services such as choice of room location and welcome products, as well as a healthy and balanced food and beverage offer.

**In October 2017, the Group's Design team developed the Smart Room**, a room for everyone that provides the best possible accommodation for people with disabilities in our hotels.

The concept of this innovative room is intended to be deployed more widely in hotels.

# 7

## *Encouraging debate* AND ASSESSING OUR DIVERSITY & INCLUSION INITIATIVES

Accor is committed to encouraging discussion and to ensuring that the management teams in the different countries in which we operate, with the support of their Talent & Culture departments, assess the impact of their actions in favour of diversity and inclusion.

**We carry out employee engagement surveys** of Accor employees throughout the world and measure the impact of our actions in favour of diversity and inclusion.

**We ensure that Accor management teams worldwide carry out in-depth diversity** analyses in their department or hotel, on the basis of internal opinion surveys, quantitative criteria and qualitative observations.

**We make the Diversity & Inclusion Glossary available to everyone** so as to make dialogue on diversity issues easier thanks to a common and shared vocabulary.

**We urge our managers**, who are responsible for implementing our policy on the ground, to set up special discussion forums, such as “open tables” for example, involving their teams.

**Each country is required to draw up an annual diversity and inclusion report including statistics**, to assess the impact of actions undertaken and the progress needed in order to achieve Group targets. The table of indicators is compiled from precise data such as the number of employees with disabilities, or the respective number of women and men hotel managers.

# 8

## *Effective governance* FOR STRATEGY AND MONITORING

Accor is committed to making diversity and inclusion part of a strategic approach adopted at the highest managerial level, with the support of strong monitoring and debating bodies.

**The Executive Committee is responsible for implementing the diversity and inclusion policy** and ensuring compliance with these commitments on an international scale.

**Each year it collects the results of the global diversity and inclusion reporting process** and analyses the actions carried out within the Group. Also a place for discussion and reflection, it identifies areas for improvement and defines future strategic guidelines.

**It is a body of appeal for employees** facing situations where there has been a failure to comply with our commitments, regardless of the country concerned.

Any employee can at any time appeal to the Executive Committee, via their management hierarchy or via the Group's Diversity & Inclusion team.

**The creation in September 2014 of the Ethics and CSR Committee** demonstrates the increasing importance being given by the Group to ethics and sustainable development. The role of the Ethics and CSR Committee is to report to the Executive Committee and to debate and put forward recommendations on any relevant topics. It also monitors the implementation of any new schemes, examines possible dysfunctions, and introduces additional monitoring arrangements if necessary.





DIVERSITY & INCLUSION TEAM  
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<https://group.accor.com/en>