



Accor Strengthens Its Commitment Against Child Sexual Exploitation

Audit conclusions and implementation of reinforced prevention measures

Paris, May 27, 2026

Following the allegations made on March 19, 2026, in the Grizzly Research report, the Accor Group has, in accordance with its commitments, implemented a rigorous and transparent evaluation process of its child sexual exploitation protection systems.

The Group conducted internal and external audits to evaluate the content of the allegations made in the report, as well as the robustness of the procedures to prevent and address child sexual exploitation. The Group-wide audits spanned all stages of the guest journey, including those not covered in the Grizzly report.

To carry out these audits, the Group used both its internal audit teams and also contracted independent business ethics specialists GoodCorporation. This approach allowed the Group to evaluate the effectiveness of current measures and identify areas for improvement that the Group is committed to implementing in 2026.

Key elements of the audit conclusions

1. Internal Audit

The internal audit, led by the Internal Audit and Control Department in collaboration with other Group departments, collected and analyzed all exchanges and data contained in the Grizzly report.

The analysis of this raw data revealed a gap between what happened and the conclusions of the Grizzly Research. The Grizzly report is based on significant methodological biases, which its authors count as definitive "acceptances":

- Conversations ended by hotels that chose to stop responding because the requests appeared suspicious.



- Responses that strictly and explicitly required the presentation of official ID and proof of relationship before any stay could be made.
- Preliminary rate quotes only, guaranteeing neither availability nor actual check-in at the hotel.

The deliberate omission of these nuances and the complete discussion threads represents a methodological bias that creates a misleading presentation of results that does not accurately reflect either the reality of the interactions with hotels or our accommodation practices.

Allegations related to hotels in Russia

Despite the obligation for hotels under Russian consumer protection law to respond to any commercial proposal, and contrary to what is indicated in the Grizzly report, the internal audit revealed that among all hotels contacted in Russia, two-thirds did not respond or did not provide a commercial proposal. In nearly half of the cases where hotels did provide a commercial proposal, it was stated that visitors would need to provide official identity documents for children and the accompanying adult.

Allegations concerning suspicions of child sexual exploitation

Contrary to what the Grizzly report indicated, only 6% of hotels (12 out of 197 solicited hotels) provided a commercial response that did not include clear instructions on the necessary prerequisites for welcoming minors in terms of protection.

The results of the internal audit therefore confirm there is no systemic failure in the procedural process. It is also important to remember that the Grizzly report only covered requests for commercial proposals and that these requests did not represent actual bookings or stays.

Given this incomplete consideration of the customer journey which presented inaccurate conclusions about practices across the Accor hotel network, the Group wanted to conduct a comprehensive evaluation of all stages of the guest journey, from booking to stay, to verify where the necessary controls were being carried out in accordance with the required policies and procedures.



2. External Audit

From March 30 to May 8, 2026, GoodCorporation conducted two comprehensive system testing exercises across the Accor hotel network. These demanding "mystery shopper" exercises tested the booking channels in 255 hotels, adding further rigor by physically simulating alert situations at the reception desks of 88 hotels in 16 countries. This rigorous fieldwork allowed us to confront our procedures with operational reality and to co-construct a reinforced action plan, based notably on the audit recommendations.

In detail, the first wave of tests covered 255 hotels in 56 countries and 4 common booking methods: email, telephone, online bookings via Accor and online third-party platforms. The second wave consisted of directly testing the reception services of a representative sample of hotels. The latter covered 88 hotels in 16 countries in the Group's key markets. The scenarios involved simulating progressive alert signals to evaluate staff reactions.

The results of the first wave did not show fundamental differences compared to the internal audit results. Out of all hotels tested, 15 responded to an email request for a commercial proposal without providing clear instructions on the information required by hotel reception regarding child protection. In total, across all communication channels, 25 hotels submitted commercial proposals without reacting to the alert signals.

The second wave of tests allowed for the in-situ evaluation of the implementation of the Group's child sexual exploitation prevention procedures, particularly the effectiveness of the deployment of Accor's Watch program (We Act Together for Children) launched in 2014. The main lessons learned from these tests are as follows:

Heterogeneity in Watch program application

GoodCorporation's work reveals that the effective implementation of the Watch program varies significantly depending on the country and hotel ownership models.

All hotels tested in Brazil refused the check-in requests. The hotels in China, Mexico, the Emirates, and India followed the procedure by requesting official documentation at the check-in desk; however, some allowed check-in despite not establishing a familial link.

In addition, the majority of hotels in France, Germany, Great Britain, Morocco, Thailand and Australia did not follow procedures that require the presentation of



official documents for minors at check-in, nor did they report potentially suspicious cases.

Franchisee Compliance

GoodCorporation's work also shows that the responses to the tests are generally satisfactory in the case of managed hotels. However, a larger number of franchised hotels (56%) do not correctly apply prevention and verification procedures when hosting minors in their establishments.

Following these tests, GoodCorporation was also tasked with evaluating prevention and management procedures in the fight against child sexual exploitation and formulating areas for improvement to strengthen the Group's policies in this area. GoodCorporation considers the Group's vigilance plan to be serious in its design and overall deployment. However, areas for improvement have been identified in its concrete application on the ground, particularly in terms of training uniformity, frequency of on-site audits, and implementation at all stages of the customer journey.

Based on the results of all these audits and the recommendations made by GoodCorporation, the Accor Group announces the reinforcement of its action plan and the immediate implementation of the following initiatives:

Reinforced training and increased awareness

Modernization and mandatory training: Existing human rights training will be reviewed and, where appropriate, updated to incorporate the latest detection techniques for alert signals and action protocols where technically possible. This training will become mandatory for 100% of customer-facing staff, with a particular focus on reception and booking teams, both in hotels and call centers.

Specific modules for franchisees: Training modules and self-assessment tools will be specifically developed and deployed across the entire franchisee network to ensure uniformity in the application of Accor standards.

Improved control and response procedures

- **Response to online bookings:** Deployment of automated and manual processes to better detect and process booking requests containing explicit



alert signals, particularly on online booking platforms, to reduce the rate of implicit acceptance.

- **Reinforced collaboration with partners:** Increased engagement with third-party booking platforms to encourage them to integrate similar detection and reporting mechanisms.

Strengthened governance and monitoring

Regular and unannounced audits: Introduction of a program of regular and unannounced internal and external audits, including "mystery shopper" tests similar to the GoodCorporation exercise, to evaluate the effectiveness of the measures in place and staff vigilance.

Oversight Committee: Creation of an internal Human Rights committee dedicated to combating child sexual exploitation, composed of representatives from human resources, compliance, and corporate social responsibility, to oversee the implementation of these measures and evaluate their impact.

Strategic Partnerships: Strengthening ties with ECPAT International, our peers, and local authorities to benefit from their expertise and adapt our strategies to global best practices.

Consequences of non-compliance

Accor emphasizes the crucial importance of adhering to its child protection procedures. Audits, both internal and external, reveal inconsistencies in the application of these procedures, particularly within franchised hotels. The Group will implement a zero-tolerance policy towards establishments that do not comply with established protocols. Immediate corrective measures will be required from hotels identified as non-compliant during past and future audits. In cases of persistent or serious deficiencies, sanctions may be applied. The objective is to ensure uniform and rigorous application of Accor standards across its entire network.

Accor thus intends to reaffirm its total commitment to the protection of minors and women at risk. These measures reflect our determination to ensure a safe and respectful environment in all our establishments and to continue playing an active role in the global fight against child sexual exploitation.