



ACCOR GROUP **SUSTAINABLE FOOD POLICY**

Our commitments on
sustainable food
by 2030

June 2026

Our common challenge

Reinventing food & beverage offers through wellness and sustainability

Food & beverage is being reshaped by rising expectations around health, wellness and sustainability.

Wellness dining is shifting toward balance and pleasure, with more plant-forward choices and flexitarian habits becoming mainstream. Sourcing practices with recognized environmental standards are increasingly seen as part of overall well-being.

Global hospitality F&B trend analyses consistently show that demand for plant-forward menus is increasingly driven by health consciousness and environmental awareness, with sustainability now acting as a structural driver of food choices in hotels and restaurants worldwide¹. Consumer demand is clearly accelerating, with 31% of people globally actively reducing their meat consumption².

Accor is reshaping its food and beverage philosophy by creating delicious experiences that support guests' wellness and aim to reduce environmental impacts associated with food sourcing and consumption.

Our commitment aims to make every dining experience with Accor a delightful journey designed to support guests' wellbeing while contributing to more responsible food practices.

Pressures on natural resources due to food consumption are tangible and escalating

It has become clear that both our ways of producing and consuming food are not sustainable. For instance:

- A beef dish has a carbon footprint 9 times greater than pork, 10 times greater than chicken, and 30 times greater than a plant-based dish³. Reducing red meat consumption aligns with both planetary health goals and many healthy eating guidelines⁴.
- Meat production also has a huge impact on water consumption (a kilo of beef requires between 550 and 700 litres of blue water)⁵ and deforestation⁶.
- Cocoa cultivation is a major agriculture-based cause of deforestation after livestock grazing, soy and palm oil production, contributing to biodiversity loss and climate change⁷.
- Non-environmentally certified coffee requires a significant amount of pesticides to be produced, which can have detrimental effects on soil health and water quality⁸.

Serving

hundreds of thousands

of breakfasts & meals daily across its

10,000

restaurants

Consumers patterns **are shifting** towards more

healthy and responsible dining options

Accor aims to

foster a more sustainable food offer

to meet consumers demands while contributing to a better food model

¹Global hospitality food trends review, international hospitality sector analysis, 2023-2024.

²Good Food Institute, 2025.

³Environmental Impacts of Food Production - Our World in Data.

⁴as the 2025 EAT-Lancet Commission on healthy, sustainable, and just food systems.

⁵Roles, impacts and services provided by European livestock farms', INRAE, 2016.

⁶'COP26: Agricultural expansion drives almost 90 percent of global deforestation', FAO, 2021.

⁷Global patterns of commodity driven deforestation, Nature Food, 2026.

⁸Journal of Contaminant Hydrology, 2018 - Environmental risk assessment for sustainable pesticide use in coffee production.



Accor footprint

As a leading force in the hospitality industry, serving hundreds of thousands of breakfasts and meals daily across its 10,000 restaurants and bars worldwide, **Accor holds a crucial responsibility and plays a key role in offering guests an excellent dining experience while promoting choices designed to support lower environmental impacts.**

Based on Accor environmental footprint, three commodities with major negative environmental impacts have been identified: **meat, coffee and cocoa.**

By addressing these areas, we can significantly reduce our environmental footprint and inspire guests towards more sustainable choices.

A transformation in food production is therefore imperative to transition towards a food model with reduced environmental impacts, that also meets healthier consumption patterns and champions taste for our guests. This urge for change is notably reflected in the United Nation's twelfth Sustainable Development Goal (SDG) "Ensure sustainable consumption and production patterns" and the third SDG Good Health and Well-being. This UN SDG calls upon all nations to significantly act by 2030.

Food & Beverage represent:

17%⁹ of the Group's **carbon footprint**

50%¹⁰ of the Group's **Water impact**

80%¹⁰ of the Group's **land footprint**

(due mainly to the production of food)

⁹ Accor Carbon Footprint based on 2023 data.

¹⁰ Accor assessment conducted by Quantis in 2020 based on 2019 data.

Accor refreshed Sustainable Food policy

The Accor Sustainable Food charter, developed in 2016 through collaborative efforts, has allowed the Group to implement and track actions. **This represented the Group's first step towards advancing sustainable food practices. In 2024, Accor set commitments on sustainable food, which have been refreshed below. And, Novotel, Accor's founding brand, signed a three-year international partnership with WWF France to champion the protection and restoration of the world's oceans.** This partnership has resulted in new sustainable seafood principles for Novotel and all Accor brands.

Accor is reinforcing its role in the transition from the conventional food model to a more sustainable model. The Group therefore commits to support a shift toward agricultural production practices intended to contribute to biodiversity preservation and more responsible water use.

In alignment with Accor's commitment to place sustainability at the heart of the Group's business model, Accor aims to foster the implementation of a sustainable food model, by acting on the recipes design, the sourcing of food and the way it is served to guests in hotels. As such, Accor also placed a top priority on reducing food waste with a commitment to reducing it by a minimum of 60% by 2030, from the baseline measurement published in 2023, as detailed in Accor's [Circular Economy Policy](#).

Simultaneously, we are committed to guiding our guests towards choices intended to support guest well-being while helping reduce environmental impacts associated with food.

At the heart of the Hosting Change sustainability strategy is a flagship commitment on plant-forward dishes — the natural combination of healthier and more sustainable food, and a defining direction we are driving across our entire network. Alongside this, other commitments establish the essentials that properties are expected to uphold and provide additional levers for progress, with each brand and region empowered to prioritize based on their unique context.



Accor's sustainable food policy is built around a set of 6 commitments to be achieved by 2030 :

1 *To offer 35% plant-forward dishes in menu¹¹, including vegetarian and vegan options*

By providing plant-forward dishes that include up to 10% fish or meat (by weight), or that are vegetarian or vegan. This approach moves towards the dietary recommendations from the World Health Organization and EAT-Lancet Commission, supporting overall wellbeing and healthier diets. This stance is dedicated to filling both the plate and the appetite of guests with delicious, attractive dishes. Furthermore, food carbon measurement tools in some hotels contribute to the rollout of menus with reduced animal protein content.

2 *To serve only responsible coffee, tea & cocoa beverages*

By offering responsible coffee, tea and cocoa beverages certified Rainforest Alliance, FairTrade, Organic or recognized by third-party organism on agroecological practices. If market maturity is insufficient in certain regions, a collaboration with suppliers will be established to accelerate the regional transition toward products meeting recognized third-party certification standards.

3 *To support organic agriculture & recognized agroecological practices*

By encouraging breakfast offers to include certified organic products or other recognized third-party certification following agroecological practices.

Premium, lifestyles and luxury brands lead the way on including 5 key products, while midscale & economics brands prioritize them according to local market conditions.

These products come from production systems that restrict or regulate the use of certain synthetic chemicals according to certification requirements.

A key product is defined as a product consumed in high quantities, or a product that is a usual ingredient in most common recipes (examples: fruits, milk, butter, eggs, pastries, bread, sausages, jams etc.).

4 *To favor local food suppliers and seasonal products*

By using at least 20 local and seasonal products in menus representing a large part of the recipes. Local and seasonal products could be defined as coming from a radius of 100 km¹² from the hotel. If not feasible in certain areas due to market or logistical constraints, regional products will be favored.

By ensuring that fresh fruits and vegetables are local and seasonal, where available, country and region dependent.

For areas without local and seasonal products, the choices must be focused on countries within close proximity, where supply chains exist.

¹¹ The target is based on menus (starters and main courses), throughout the restaurants and catering. Breakfasts are not included.

¹² Based on Green Key criteria.



5 *To ban endangered fish & seafood species, and promote certified or traceable fishing practices*

By removing all endangered fish & seafood species from menus, in line with WWF guidelines¹³ written through Novotel's ocean partnership with the NGO.

By avoiding serving wild-caught species indicated in the regional lists below, unless they are MSC-certified. If MSC certification is unavailable, local wild-caught fish sourced through selective and less destructive fishing methods - such as handlines, pole and line jigging pots and traps - may be considered.

By serving farmed seafood from responsible aquaculture (ASC or organic certified), at least for salmon and shrimps.

If market maturity is insufficient in certain regions to meet the required certifications, a collaboration with suppliers will be established to accelerate the regional transition toward more responsible seafood.

By working on enhancing traceability on seafood by requesting essential information from seafood suppliers, available in the WWF guidelines.

The WWF guidelines on lists of endangered fish seafood species to be banned can be found [here](#).

6 *To act on animal welfare*

By offering only eggs (in-shell and liquid form) from cage-free hens, where supply is sufficiently mature, product quality remains compliant with standards and where cost increases are acceptable. The eggs report, published annually on Accor's website, provides details on the action plan.

By offering broiler chicken

- in Europe, respecting the European Chicken Commitment (deadline under review)
- in US & Canada, respecting the Version 2 of the Better Chicken Commitment (deadline under review)

By collaborating to encourage suppliers to gradually adopt animal welfare practices and supporting their integration into our supply chain.

¹³ Lines have been written as part of the partnership between the WWF and Novotel, but are relevant for all Accor brands. Novotel hotels are committed to leading the way on those guidelines, as a part of the Novotel program on Oceans.

Upholding our commitments

The objective is to fulfill these commitments across the Group by providing the relevant teams with the essential resources to accomplish them. For this, it is key to deploy levers such as:

- **Training employees** working on those topics: Food & beverages experts, Chefs, kitchen teams, sustainability leaders, procurers in offices, restaurants and catering teams etc. emphasizing the link between sustainable food and well-being
- **Evolving our F&B standards** and specifications to further integrate both planetary health and healthy diet principles
- **Innovating** by changing the way we develop our recipes prioritizing plant-forward recipes and nutritional balance



Contribution towards UN SDGs

Accor's global food policy is central to our contribution to food systems with reduced environmental impacts. Through a robust strategy, we are committed to transforming the entire food chain, from sourcing to consumption and enhancing societal well-being, all while advancing the UN Sustainability Development Goals (SDGs).

Novotel, Accor's founding brand, has launched a three-year international partnership with WWF France to champion the protection and restoration of the ocean through science-based action and conservation projects.

WWF is providing technical expertise to Novotel, challenging and guiding its 600+ hotels across the world to reduce their impact on the oceans.

The three-year partnership with WWF has four main objectives:

- Work on sustainable seafood policies and supply chains for Novotel
- Raise guests' and employees' awareness of the importance of the oceans
- Advocate for ocean preservation to inspire industry and policy makers
- Preserve and restore marine biodiversity through support of seven WWF flagship projects around the world.

Governance

To ensure the proper deployment of its sustainable food policy, Accor has defined a governance based on committees, involving Sustainability, Food & Beverages and Procurement departments, at the Global level and in Regions & Brands:

- Those committees drive actions and monitor results by tracking indicators to reach the defined objectives.
- The governance also involves the continuous engagement of F&B teams to make lower-impact and plant-forward food options attractive to guests.

Accor is committed to leveraging this internal initiative to deliver an active community, training, good practices sharing & communication highlighting how plant-forward and lower-impact food approaches can contribute to environmental objectives and guest wellbeing.

Involvement of Stakeholders and Engagement with Local Communities

To ensure the implementation of sustainable food actions, it is essential to mobilize our stakeholders.

Accor aims to increasingly collaborate with Chefs, F&B teams and suppliers who are committed to the food transition. Additionally, organizations and NGOs dedicated to sustainable food are key partners in supporting the Group's efforts for change.

Accor also supports the upskilling of its employees through training programs developed with expert organizations, focusing on the culinary art of creating delicious, attractive, and healthy, plant-forward dishes.

Coverage

Accor is committed to managing and minimizing its environmental impact throughout its direct operations¹⁴ and its supply chain. Food services not operated by Accor, i.e. operated by a third party are excluded.

The commitments set out in this policy also cover resource consumption, notably water, across the Group's upstream value chain. The aim is to encourage suppliers and partners to improve water efficiency and promote practices that reduce water use, particularly in water-stressed areas.

Accor's commitment to reduce food waste by a minimum of 60% by 2030 is part of the Group's [Circular Economy policy](#).

Advocacy

Through its commitment, Accor supports the deployment of public policies to accelerate project implementation.

Finally, the Group reaffirms its engagement through public statements aimed at promoting the sustainable food models within its industry and spheres of influence, emphasizing the dual benefits for planetary health and human wellbeing.

Accor is an active member of the World Sustainable Hospitality Alliance (WSHA) working groups, collaborating with industry peers on animal welfare topics, including the transition to cage-free eggs.

¹⁴ Including consolidated entities.



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