

Acting for Good

Planet 21



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Why does sustainability matter?



Why does sustainability matter?

OUR WORLD IS FACING HUGE CHALLENGE

Hosting more than 680,000 guests every day generates significant impacts on the planet, and a great responsibility is upon us to balance our activities with the people working and living in our ecosystem.

Every one of our hotels is a world of its own and has to address key challenges to run its business in a sustainable manner.

Each year, over **30%** of world food production is lost or wasted; our duty is to put in place actions to avoid this waste.

1 out of 5 human beings live in extreme poverty; our duty is also to share wealth and solidarity.

2M children are sexually abused each year in the frame of travel and tourism; our moral and legal duty is to commit to protecting children from abuse.

The tourism sector is responsible, globally, for **8%** of greenhouse gas emissions (lodging= 21% of total emissions from the tourism sector); our duty is to limit global warming and implement measures to reduce carbon footprint and consumption.



Why does sustainability matter?

BUSINESS IS MORE AND MORE IMPACTED

Our clients expect more sustainable experiences

ON THE B2C SIDE, SUSTAINABILITY IS A GLOBAL TREND

Today's guests are concerned about social responsibility and environment

80%*

ARE AWARE OF COMMITMENTS TO SUSTAINABLE DEVELOPEMNT

And half make it a criteria when selecting a hotel

OUR B2B CLIENTS PAY BROADER ATTENTION TO SUSTAINABILITY PERFORMANCE

94% OF B2B CLIENTS*

Consider CSR as an important issue

53% OF THEM USE CSR*

As an additional criteria to segregate offers

33% OF THEM*

Even disqualify offers given poor CSR performance

*Customer survey

We face growing pressure from society

LEGAL CONSTRAINT IS HIGH

On topics like global warming, human rights, data protection, transparency... national and international legal framework is growing. Companies are more and more expected to act.

Ex. Paris Agreement (COP 21) will mean an average reduction of **89% by 2050** of CO2 emissions in each hotel.

Ex. "Duty of vigilance law" in France compels Accor to make sure that all our suppliers respect international standards for human rights and environment.

MANAGING REPUTATION IS CHALLENGING

NGOs are sometimes very offensive towards business players (ex. animal welfare). Any social or environmental breach is now buzzing on social media with immediate effects on reputation.



Benefits for business



MEET AND ANTICIPATE GUESTS & EMPLOYEES EXPECTATIONS AND BRING INNOVATION

- Increase hotel's attractiveness and differentiate from competitors,
- Enrich guest experience and increase guests' satisfaction and loyalty thanks to commitments,
- Secure B2B sales revenue with good score on sustainable criteria in requests for proposals (RFPs),
- Improve staff loyalty and motivation by providing better working conditions and engagement,
- Innovate with new concepts, offers or services that answer clients growing expectations.



OPTIMIZE YOUR P&L AND YOUR ASSET VALUE

- Reduce hotels' energy and water costs,
- Reduce food cost through better food waste management,
- Secure and even increase the gross asset value of property thanks to better environmental technology and performance.



MANAGE YOUR RISKS AND REPUTATION

Have access to a series of tools to mitigate risks, ensure legal compliance and manage reputation on a wide range of issues:

- Corruption
- Money laundering
- Sexual exploitation of children
- Procuring / prostitution
- Sexual harassment
- Discrimination
- Carbon emissions
- Waste management
- Water stress
- Etc.



Strengths

ACCOR OWNS UNIQUE CSR ASSETS

MASSIVE POSITIVE IMPACTS THANKS TO PROFOUND COMMITMENTS FROM OUR HOTELS & EMPLOYEES

- 3500+ hotels with ecofriendly amenities, 3700+ participating to WATCH, 1200+ urban vegetable gardens, 690 charging stations for cars, 500 hotels equipped with renewable energy generation...
- For the past 10 years, and through its 390+ projects in 45 countries, Accor Solidarity is committed to the economical and social empowerment of underprivileged population and supports training / professional integration programs run by local NGOs throughout the world.

DEEP INTEGRATION INTO OUR INTERNAL PROCESSES

- Design, procurement, innovation, T&C, F&B...

PIONEERING INITIATIVES IN THE INDUSTRY AND BEYOND

- First CSR action plan for hotels
- First worldwide program on child protection
- First mover on sustainable food, 1st ESG credit facility
- First loyalty club with CSR onboard

AN EXCLUSIVE RANGE OF PREMIUM, EUROPEAN & WORLDWIDE PARTNERS

- Energy Observer, CCFA, Pur Projet, ECPAT, Humane Society, Winnow Solutions, thecamp, To Good To Go, etc.



ACCOR, A CSR CHAMPION ACCORDING TO ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) RATING AGENCIES (*):

#1 ISS-Oekom
#1 MSCI(**)

#2 CDP Carbon
#2 Sustainalytics

Listed in the following CSR index:

STOXX®, Euronext Vigeo index, FTSE4Good index series, Ethibel Sustainability Index (ESI), EcoVadis (2019 gold level)

(*) 2019 results

(**) Industry scope wider than Hotel chain



Management of the ethics, compliance and CSR approach

WHAT DOES IT STAND FOR?

Ethics & CSR Charter

In its **Ethics and CSR Charter**, Accor confirms its commitment to **respecting fundamental principles**, particularly human rights, health and safety of individuals, and the environment. The Charter provides guidance to employees on the appropriate behavior to adopt and actions to take in this regard.

For that, Accor is making awareness kits available to all its hotels that include web series, e-learning and educational videos.

Example: the fight against sexual exploitation of children, the fight against sexual harassment, ...

This Charter applies to all Accor Group employees throughout the world, and also to the employees of the establishments operated under the Group's brands.

The Accor Group's Ethics and CSR Charter has been rolled out **in all the countries** where the Group is active.

A network of Ethics and CSR officers hand off the deployment of the Charter in the countries.

- Implementation of the Accor Integrity platform
- Provides a safe and confidential whistleblowing line to employees worldwide

Compliance Program

The Compliance Program stands as an expression of Accor's will to respect the rules and to act according to its values.

Accor commits to respect the highest integrity standards in the conduct

of its business and expects the same from its partners.

The Program is about preserving our common heritage and provides greater legal safety for the Group, its employees and the owners.

The Compliance Program covers business ethics regulations such as

Anti-bribery & Corruption, Competition Law, Prevention of Conflicts of Interests, Anti-Money Laundering rules, etc.

A team of Compliance Officers in every region supports the Program.

- E-learning module open to hotels employees on the anti-bribery & corruption policy (free of charge)
- Implementation of Competition Law and Prevention of conflicts of interests policies



Acting for Good

Accor believes ethical, social and environmental engagement will contribute to leave the world a better place while delivering more value to our stakeholders. We strive to make positive impact both locally and globally, to ensure hospitality benefits for not only the few, but for all.



ACTING FOR INTEGRITY

We go beyond legislation baselines to apply our ethical values in the country we operate in. We protect human rights, fight against corruption, and protect guest privacy. These standards are applied not only to our business in its entirety, but also extended to partners and suppliers.

ACTING FOR SUSTAINABILITY

We create holistically sustainable experiences, from sourcing to consumption, and from the inside out. Our offers boast low environmental footprints; emphasize well-being, promote healthy, local food, and encourage active participation from guests and employees.

ACTING FOR COMMUNITIES

We ensure the benefits of our activity are shared with communities we're in. We act to empower those disadvantaged, protect ecosystems, support local initiatives, and grow community roots that enhance both guest experiences and partnerships.

Further details found in the [Accor Ethics & CSR Charter](#)



Accor is pioneering and leading sustainability in hospitality



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*CSR – Planet 21
program*



Accor Sustainability Program: Planet 21



Planet 21 - Acting Here! is the Corporate Social Responsibility (CSR) program of Accor, implemented in all hotels / all brands across the world. It sets a series of objectives for 2020 in order to tackle Accor's main issues and drive innovation.

The program is structured around 6 pillars: our 4 main stakeholders (employees, clients, partners [hotel owners and suppliers] and local communities) + 2 priority fields (food & beverage and buildings).



Act as an inclusive company for our PEOPLE

BY THE END OF 2020

- ✓ The employee engagement index increases every year
- ✓ Each country implement a health / wellbeing at work program
- ⚠ 35% of hotels' General Managers are women by 2020
- ✓ Employees' perception of the Group's high level of CSR engagement is increasing CSR index



1.5M people work in Accor value chain, including +300,000 employees in our hotels. We must ensure good working conditions and respect human rights at each point of our value chain.

Our goal? To act as an inclusive company, meaning we:

- Are open to all & proud of our differences.
- Empower people & encourage talent to blossom.
- Care about our employees' wellbeing & balance.
- See differences as opportunities to spur innovation, grow local roots, step up performance & nurture dedication.

END OF 2019

+9pts employee engagement rate since 2015 (77% in 2019)

83% implement a health & well-being program

34% hotel general managers are women*

82% employees' perception of the Group's high level of CSR engagement



Some accomplishments

Gender equality & diversity



Gender equality becomes a Group-wide objective with the launch of its Gender Equality, Network, **Riise**, in 2012, open to women and men without any condition of experience or position. It is an international network present in more than 100 countries. At the end of 2019, this network had more than **30,000 members worldwide, 50% of whom were men.**

Riise: the verb “To rise” has been chosen as a symbol of a community of women and men moving upwards, reaching new heights together, and a step further to reaching gender equality and better diversity. This double “ii” is highly symbolic because it represents a woman and a man sharing their same ambition for a more inclusive workplace.

Fight against harassment: Panic button



Accor is committed to **eliminating all forms of harassment** from the workplace, including bullying and sexual harassment. A new system was tested in 2019 in France, Dubai and Switzerland in partnership with AccorInvest. The system consists of a **button** that allows any person who is equipped with it to alert management in the event of harassment. The team is immediately informed of the location in the hotel where the report is made. Designed with housekeeping teams, this button is at their disposal and used on a voluntary basis. Its distribution was accompanied by e-learning training and a presentation video. This test button completes the **whistleblowing hotline** (allows employees to report situations of sexual harassment), which has been in operation since May 4, 2018 and is available in **29 languages** for employees at head offices, owned and leased hotels and new businesses.

Committed countries

VIVAH



In South America, Accor has launched VIVAH, which aims to **promote the welfare** of all employees in the region through three pillars: health, food and physical activity.

LIFEWORKS



In Australia, Accor has partnered with Lifeworks to ensure its team members have access to **assistance, support and information** during challenging times. Accor launched the Lifeworks - Total Wellbeing App to provide all employees with **24/7 access** to counselling sessions and well-being resources (free webinars on emotional wellbeing and talking to your children about Covid19,...) while Lift exercise sessions allow team members to create personalised fitness programmes.



Encourage our GUESTS in a sustainable experience

BY THE END OF 2020



- Every year, one major innovation to interact with our guests around sustainable development



- 100% of our hotels implement Planet 21's 10 mandatory actions



- 10 key hospitality product categories are eco friendly



Our **250M guests** consider the hotels like a second home where they can sleep, eat, unwind, and more. This proximity with our guests means we have a unique responsibility.

Our goal? To guarantee them quality products and services with a high environmental and social performance.

It also means we can forge even stronger bonds around sustainable development issues, so that ultimately, we can encourage them to take action with us.

END OF 2019

93% of our hotels implement Planet 21's 10 mandatory actions

7/10 key hospitality product categories are eco friendly*

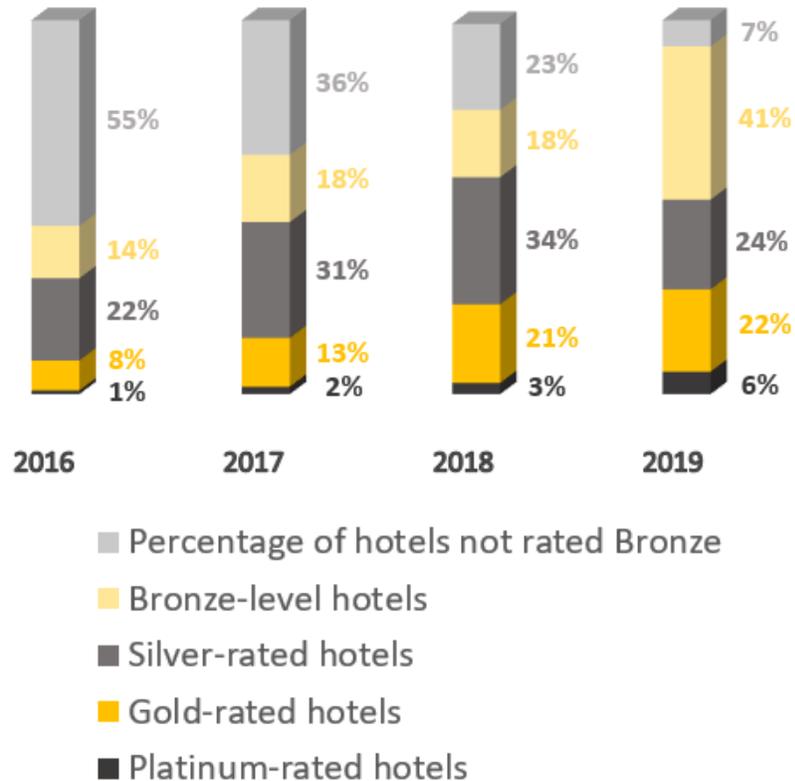
*Soaps, shampoos and shower gels, Cleaning products, Bed linens, Hand towels, Bedding, Single-use products, Printing paper, Paints, Flooring, Welcome gifts for guests



Planet 21 In Action

ROADMAP FOR THE HOTELS

Planet 21 in Action levels achieved by hotels



The hotels have a roadmap: **Planet 21 In Action**.

To guarantee the inclusion of minimum sustainable development requirements (actions to reduce environmental & social impacts and commitment to the Group's flagship programs) in the whole of its network, the Group has defined **10 actions** that all hotels are obligated to put in place by 2020 and which determine the achievement of Bronze level in Planet 21 In Action.

In 2019, to concentrate the efforts of the hotels on the outstanding subjects, the change from 16 to 10 mandatory initiatives to obtain the Bronze level was accompanied by the addition of a new initiative: the removal of straws, stirrers and plastic Q-tips.

To achieve the higher levels, Planet 21 In Action proposes approximately 60 initiatives with points assigned to them, among which hotels may freely choose, in addition to 10 compulsory initiatives to obtain the Bronze level.

In this way, Planet 21 In Action allows hotels to progress and continuously improve their sustainable development performance.



At the end of 2019, **93%* of hotels** have implemented the 10 mandatory Planet 21 actions and they have reached at least **BRONZE** level. This good performance reflects the strong mobilization by hotels in all countries.

*scope : all hotels of the reporting scope 2019



Focus on plastic: promote positive hospitality

Plastic Commitment

- Accor will eliminate all guest-related single-use plastic items in our 5,000 hotels in 110 countries by end 2022.



END 2019

Elimination of all plastic straws, stirrers and cotton buds.

BY END 2021 *

Eliminate all individual plastic toiletry bottles (shampoos, shower gel...) and plastic cups.

BY END 2022

Eliminate all remaining single-use plastic items in guest rooms, meeting areas, restaurants and leisure activity areas (comb, dental kit, individual packaging...)

2019 year-end results

99 % hotels have eliminated the use of plastic straws, plastic cotton buds and plastic stirrers.

89 % ibis hotels use dispensers for shampoo and shower gel: 2,087 establishments across the three ibis brands have already abandoned single-use plastic

* Due to the crisis context, **the deadline for individual plastic toiletry bottles and plastic cups is postponed from end 2020 to end 2021.**



Some accomplishments

greet: circular economy

greet

The concept of a Greet hotel is to give a **second chance** to persons, places and objects and leave a positive environmental footprint by applying the principle of the **circular economy**.

For example, in Beaune, the furniture and crockery are second-hand, bargain-hunted in Emmaüs shops, the shop offers local products from artisans from the region or a local association.

greet combines environmental considerations, community outreach and thirst for authenticity.

Increased loyalty attractiveness & experience with CSR



Guests are looking for brands that have a positive and sustainable impact on the environment and for society. Thus, we offer members a **meaningful loyalty program**:

- **Burn for good:** guests can convert their ALL points to serve 2 great causes and have a positive impact on communities & the planet: the transition to a more responsible & sustainable mode of agriculture, and the fight against economic & social exclusion.
- **Earn for Good:** we reward them for their green behavior in the hotel. Guest earn extra points if they choose sustainable offers and services, like the light housekeeping, or if they book green rooms.
- **Green and good soft benefits:** unique and sustainable experiences to celebrate a responsible way of life. Members of ALL are invited to take part in *Green Elite Experiences* (VIP on boarding with Energy Observer, visit a farm in Thailand, etc.) or *Live Sustainable Dream Stays* in exceptional sites.

Eco-designed bed & amenities



Almost **50%** of hotels have eco-designed bedding in guest rooms. **90%** offer eco-friendly amenities (soaps, shower gels, shampoos).

In 2019, the Group improved its process of eco-design in matters of interior design. Mandatory environmental criteria were defined in the guidelines for the brands. They concern choices of materials, ecolabels, design rules according to usage criteria and the consideration of the end of product life. The sustainable development actions & strategy of suppliers are also considered in the referencing procedure. Other non-mandatory criteria, but which can still further improve the environmental quality of the interiors of hotels, were also listed.

Accor celebrates Planet 21 day



Every 21st of April, Accor's employees around the globe join together and organize actions to support the Planet 21 program. Employees instigate activities that contribute towards social, societal and environmental goals, such as planting trees, health training actions, clean-up of natural sites, organic food lunches and loads more.

The **Green Stars** challenge is an opportunity to celebrate Planet 21 and show our guests & external public hotels and headquarters' teams commitments in sustainable development.

The hotels are very engaged, and in 2019, for **Love Food, Not Waste**, **700,000 people** (internal and external) have voted to pick the best 3 projects among 500+ hotel achievements.



Co-innovate with our PARTNERS to open up new horizons



Accor wishes to establish a sustainable relationship with its partners in order to encourage the hotel sector to adopt more ethical solutions.

Our goal? To co-innovate with our partners to open up new horizons and give a concrete form to our vision of positive hospitality.

At the same time, we commit ourselves to a wider responsibility and must:

- Extend our social, societal and environmental commitments to our partners,
- Involve them in our progress, and
- Raise standards all along our value chain

END OF 2019

69% of our partners deployed our “ethics and CSR risks management” process

51% of “High-risk” suppliers have undergone an external audit



Some accomplishments

Open Innovation: An internal driver for the hospitality of tomorrow

Accor's open innovation work allows the Group to conquer the world with agility, anticipate its economic, environmental and social changes, and accelerate its transformation to co-create value for and with its customers, partners, employees, as well as society as a whole, for the good of the planet.

Accor's open innovation process is built around three areas:

- Marketing innovation
- Digital innovation in the guest experience
- Innovation through investment in new businesses

The CSR dimension is built into its *open innovation* work and all the teams ensure that those in charge of CSR projects within the Group are included at each stage of the process.

Accordingly, "green" companies or non-profit and community-oriented companies can be supported as part of the Group's open innovation process.

Accor is also introducing its *open innovation* process internally, with its intrapreneurship program: Techstars.

Procurement 21 Charter



The Procurement 21 Charter is the Ethics and CSR Charter for suppliers. It summarizes the Group's commitments and those expected from nominated suppliers as well as those of sub-contractors.

93% of suppliers have signed the Procurement 21 Charter.

Ethical and CSR risk management in supplier relations

Accor has implemented an ethics and CSR risk management process to ensure effectiveness and assess the quality of the measures implemented as part of a continuous improvement cycle. This process consists of assessing at-risk suppliers via a self-assessment platform managed by a third party, as well as external CSR on-site audits at high-risk suppliers, and delisting if any major non-compliance is detected.

Accor wants its partners to respect the commitments it has made in its Planet 21 – Acting Here program and to comply with its ethics rules:

- Consistent respect for current laws and regulations,
- Respect of human rights,
- Ethical business conduct,
- Compliance with trade rules, etc.

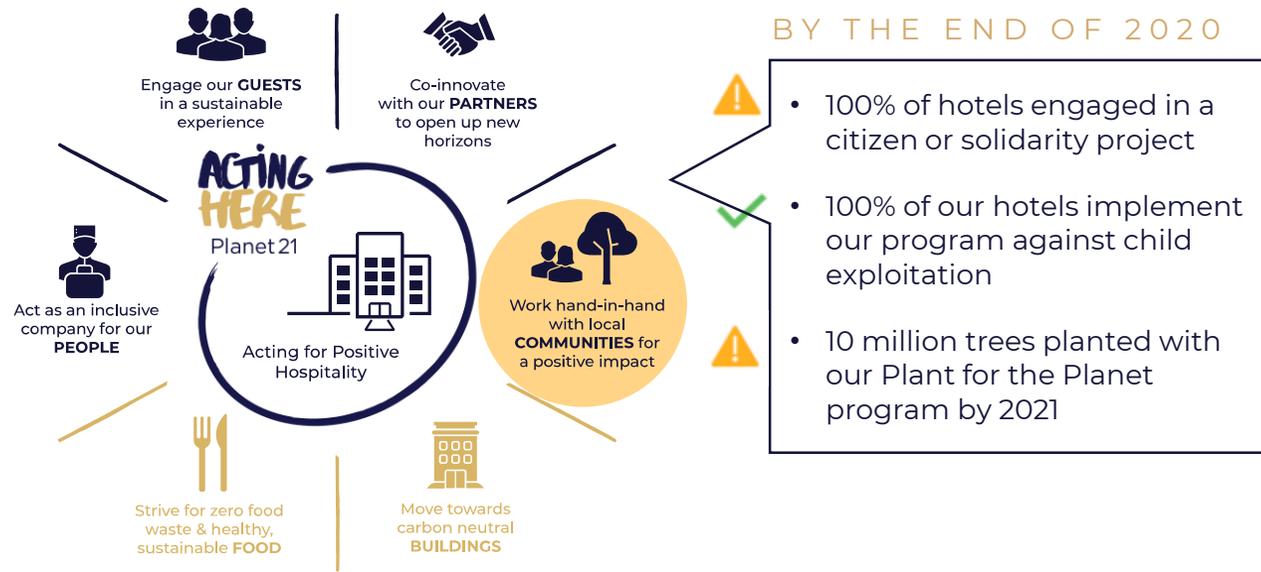


Work hand in hand with local COMMUNITIES for a positive impact

Respect host communities, care for the most vulnerable and protect local ecosystems, wherever the hotels are with local employment, access to training, promote of the local culture, protecting children from abuse, support for agroforestry, and more.

Our goal? To contribute strongly to socio-economic development of the countries where the group is established.

83% of the wealth created by the hotel business remains in the local economies, and 1 job created in one of its hotels supports 4 outside the Group.



END OF 2019

82% of hotels engaged in a citizen or solidarity project

98% of our hotels implement our program against child exploitation (WATCH)

7,2M trees planted in agroforestry programs since 2009



Some accomplishments

Solidarity Accor Fighting economic & social exclusion Group's endowment fund



The corporate responsibility of the Group, its hotels, and its employees, is expressed through the **Accor Solidarity** endowment fund, created in 2008. It supports the Group's employees with their solidarity initiatives.

It aims to fight against the economic & social exclusion of vulnerable people through training and vocational activities, by supporting projects together with local organizations & NGOs.

A few noteworthy projects supported in 2019 by Accor Solidarity: IECD (Thailand, Myanmar & Vietnam), Des Étoiles et des Femmes (France) Fundación Forge (Argentina, Chile & Peru).

In 11 years:

390+ projects supported
45 countries involved
450,000+ direct & indirect beneficiaries

PUR PROJET A partner for Plant For the Planet (PFP)



Thanks to guests towel reuse, Accor finances tree plantation with laundry savings and acts for a more ecological agriculture through agroforestry and tree plantation in farmlands. Through **420 projects**, in partnership with the social business **Pur Projet**, Accor supports **local farmers** in their transition to **agroecology**.

The benefits from the projects supported under the PFP program are threefold: **environmental, societal and social**.

Since Sept. 2015, anyone can buy a tree on our mobile Accor All app to support PFP. This is **a world first in the travel & tourism sector**, and we will be promoting it extensively to encourage our customers to team up with us.

In 10 years:

+7,2M trees since 2009 (+800K in 2019)
420 sites in 29 countries
+10K beneficiaries

WATCH Accor's child protection program



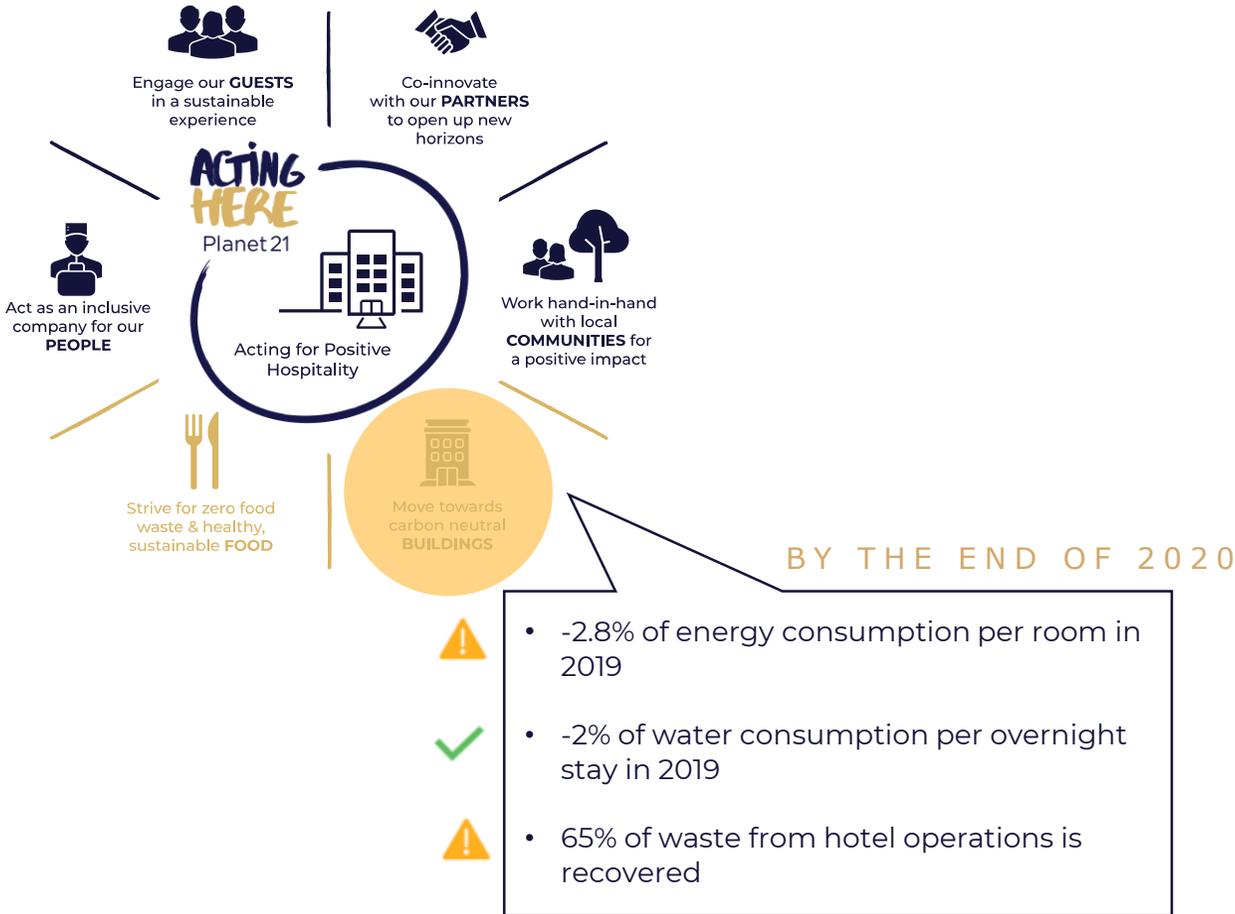
Accor is strongly committed to the protection of children against sexual exploitation.

In **2001**, we were the first hotel group to partner with ECPAT and to sign the "Code of conduct for the protection of children from sexual exploitation in travel and tourism" issued together with the WTO. Our commitment was further structured in 2014 with the worldwide launch of our children protection program **WATCH** - We Act Together for Children - and associated training and communication tools.

This program raises awareness on sex tourism and trains employees on how to detect and respond to suspicious cases in the hotels. It also aims at reminding our commitment to the guests. The implementation of this program is one of the mandatory actions for hotels as part of the group's CSR policy.



Move towards carbon neutral BUILDINGS



The fight against climate change is a collective challenge and the hospitality industry has an influence on world greenhouse gas emissions.

The Accor carbon footprint is: **+7Mt CO2** (in 2019)

Our goal? Reduce the carbon footprint of our buildings, reduce energy consumption and water consumption, and manage waste from hotel operations.

100% of renovated or new hotels incorporate environmental and energy criteria to reduce the carbon impact.
During the period 2015-2019, we reduced our greenhouse gas emissions by **12.9%**.

END OF 2019

-2.1% of energy consumption per room in 2019 (-6.4% energy use between 2015 and 2019)

-2.4% of water consumption per overnight stay in 2019 (-6.1% of water consumption between 2015 and 2018)

56% of waste from hotel operations is recovered (data on 695 hotels)



Some accomplishments

First BBCA hotel: Jo&Joe Paris



Accor innovates in the field of new construction design & process with the first ever low carbon hotel labelled BBCA: Glued laminated timber superstructure, innovative energy and digital architecture, ecofriendly materials, low impact construction work.

Preserving water

With the increase in population, global warming & human activities, water resources are running out. Some regions of the world are thus under water stress and nearly 1 out of 5 inhabitants is directly concerned.

Today, **1 out of 4** hotels is located in a water stressed area. Preserving water is therefore a global issue to which Accor is actively involved and water conservation is part of our Planet 21 program.

Each hotel implements the necessary actions: water treatment devices, installation of flow regulators for showers & washbasins, rainwater collectors, etc.

Thanks to these acts, we have reduced our total water consumption by **10%** over the 2018 - 2019 period. Accor is committed to going further by reducing water use per night even more and by ensuring the treatment of the wastewater in 100% of our hotels by 2020.

34.7M m3
global water consumption
in 2019 (= a city of
500,000 inhabitants)

235 liters
guest water
consumption (liters
per room night)

Minimize our impact on the Planet



As a main **partner of the electric & hydrogen vessel Energy Observer**, that will circumnavigate the world without any carbon emission, Accor has access to the most innovative and advanced technologies and works with the world leading researchers to roll it out in the hotels. An opportunity to involve teams and guests around this odyssey for the future.

Their trip started with a tour of France, the Mediterranean sea and Northern Europe, and will potentially stop over in 2020 in America and in 2021 in Asia (*still tbc*).

Reducing greenhouse gas emissions



-1,5°C

Accor has signed up to the Science Based Targets initiative to define a carbon trajectory compatible with the Paris Agreement objective of limiting global warming to **1.5°C**. With a view to achieving carbon neutrality by 2050, Accor defined its action plan to achieve it. It is based on four pillars:

- Establishing a **low-carbon culture** in all the Group's activities,
- Introducing **energy efficiency as a design standard**,
- Systematizing **renewable energy supplies**,
- Accor hopes to **analyze the offsetting of its impact on the climate**.

(see next slide for information about Accor net zero carbon transition strategy)



Our net zero carbon transition strategy

A PATHWAY FOR HOTELS IN LINE WITH THE PARIS AGREEMENT

1 *Unlocking a low-carbon mindset*

Internal **measurement, targets and training**, and engagement with hotel owners, partners, suppliers and guests to realise the net zero transition.

Prioritising low carbon procurement, food and circular economy to reduce emissions across the value chain.

4 *Going further faster*

Launching **new net zero offerings** by expanding investment in **carbon removal projects** to balance emissions.



2 *Transitioning to smart hotels*

Leveraging **IoT** (Internet of Things), **eco-design tech and climate finance** with new **partnerships** to transition to smart net zero hotels.

Implementing energy efficiency upgrades and enhanced design standards to improve hotel performance.

3 *Accelerating green energy*

Expanding a **renewable energy procurement** program focused on accelerating the use of offsite and onsite green energies.

A holistic approach designed to create value for our people, owners and guests



Strive for zero food waste and healthy & sustainable FOOD



BY THE END OF 2020

- ⚠️ • -30% of food waste
- ⚠️ • 100% of our restaurants follow our charter on healthy and sustainable food (available [here](#))
- ✅ • 1,000 urban vegetable gardens in our hotels

Hotels serve **200 million meals** a year and **50% of waste** are food waste, food oils and cooking grease. Because we are also restaurateurs, because today's food model is not sustainable, and that our guests want quality food products, we must take concrete actions regarding food and waste, which are a high-stakes issue for our group.

Our goal? To offer our guests healthy, sustainable food and also to eliminate food waste.

END OF 2019

-21% of food waste*
 (*in the 485 hotels participating in the measure)

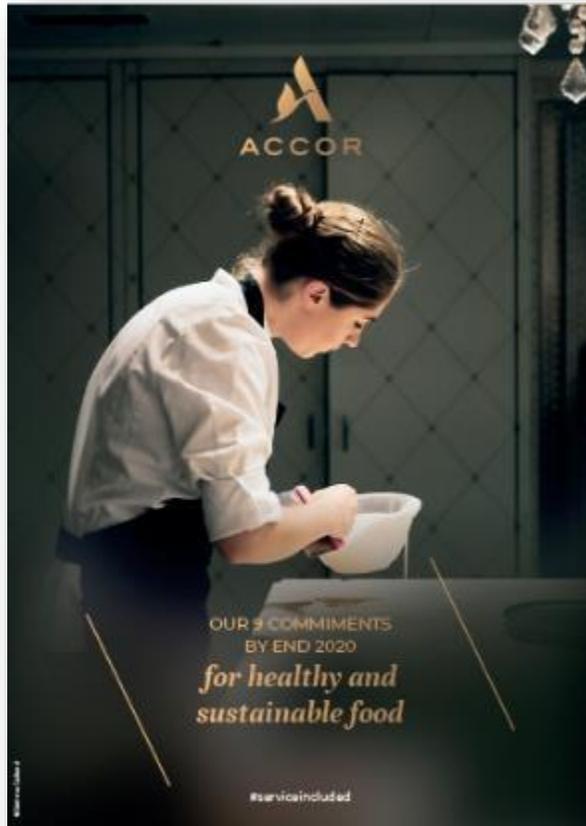
75% of our hotels follow at least 50% of our Healthy & Sustainable Food Charter* and 9% fulfilled 100% of the commitments.
 (*compared with 43% in 2018)

1,227 urban vegetable gardens in our hotels



Accor Food Charter with their 9 commitments

FOR HEALTHY AND SUSTAINABLE FOOD



<p>1 TO REDUCE FOOD WASTE BY AN AVERAGE OF 30%</p>	<p><i>How?</i> By rolling out an extensive food waste-reduction program and by giving food products a second life.</p>
<p>2 TO FAVOR LOCAL FOOD SUPPLIERS AND SEASONAL PRODUCE</p>	<p><i>How?</i> By offering at least 10 regional products and ensuring that 75% of our fruits or vegetables are seasonal.</p>
<p>3 TO INCREASE OUR SELECTION OF ORGANIC PRODUCTS AND SUPPORT AGROECOLOGY</p>	<p><i>How?</i> By ensuring that our breakfast, lunch and dinner selections include at least two key products (e.g. cereal and fruit) that are organic — preferably not imported. Or by offering certified agroecological products.</p>
<p>4 TO PREFER SUPPLIERS COMMITTED TO ANIMAL WELFARE</p>	<p><i>How?</i> By providing free-range or cage-free eggs (shell and liquid) only*. And by working with our suppliers so they gradually adopt animal welfare practices.</p>
<p>5 TO BAN ENDANGERED FISH SPECIES AND PROMOTE RESPONSIBLE FISHING</p>	<p><i>How?</i> By banning six endangered fish species, as well as locally threatened fish from our menus**. By sourcing wild and farmed fish products from sustainable fisheries (MSC or ASC certified), where available.</p>
<p>6 TO ELIMINATE SINGLE-USE PLASTIC</p>	<p><i>How?</i> By removing plastic straws, stirrers and pics from our restaurants or bars, and providing eco-friendly alternatives only if necessary or on request. By using plastic alternatives where these are available (take-away containers, individual breakfast portions, coffee pods, bottled water, etc.).</p>
<p>7 TO REMOVE CONTROVERSIAL FOOD ADDITIVES AND REDUCE FAT AND SUGAR</p>	<p><i>How?</i> By banning controversial food additives from five key products. By reducing fat and sugar content in our food***. By cutting out palm oil or ensuring that we use sustainable palm oil (certified by RSPO, Rainforest Alliance, or other organic labels).</p>
<p>8 TO SERVE RESPONSIBLE COFFEE OR TEA</p>	<p><i>How?</i> By offering responsibly-produced coffee or tea at breakfast (certified by Rainforest, FairTrade, Organic, WFTO, etc.).</p>
<p>9 TO CATER FOR A RANGE OF DIETARY NEEDS</p>	<p><i>How?</i> By offering balanced menus including vegetarian dishes and by catering for other special dietary needs and intolerances (gluten-free, dairy-free, etc.).</p>

*by the end of 2020 in areas where supply chains are developed (shell eggs in Europe for instance), and by the end of 2025 in all other markets.

** Complete list of the 6 banned fish species: Shark (except lesser spotted dogfish), Ray (except thornback ray in Europe and north-west Atlantic rays caught by fishermen in the United States), Bluefin tuna (*Thunnus thynnus*, *T. orientalis*, *T. maccoyii*), except line-caught eastern-Atlantic or Mediterranean *Thunnus thynnus* weighing over 25 kg, Grouper (*Epinephelus* spp.), Wild sturgeon caviar (*Acipenser* spp.), Eel (*Anguilla* spp.), And endangered local fish species.

*** Controversial food additives: artificial sweeteners E951 (aspartame); azo dyes E102, E104, E110, E122, E124, E129; glutamates E620 à E625; antioxidants E320, E321, E385; paraben preservatives E214 et E219.



Some accomplishments

Measure & reduce food waste: Winnow



Waste reduction solutions are proposed to the hotels, such as smart scales to identify main food wasted by category, ingredient or recipe. This solution allows the restaurants to measure in detail the weight of the food waste as well as the financial value and the impact on revenue. In 2019, 57 hotels Accor worked with Winnow digital solution to monitor food waste daily, and **reduced food waste by 64%**.

Endangered fish



The Group is a strong proponent of the preservation of biodiversity and in the Healthy and Sustainable Food Charter, Accor set out the Group's ambitions and commitments, and in particular on sourcing of sustainable products. **At the end of 2019, 100% of the hotels ban endangered fish species*** (1 of commitments for healthy sustainable food by end 2020).

*In the applicable hotels

Too Good To Go (TGTG) partnership



Breakfast buffets and meals leftovers are sold at a low price in the TGTG application (only in Europe), meaning additional revenues and traffic for the hotel.

More than **650** Accor hotels have enabled **380,000 meals** to be **saved** in 11 European countries, since the beginning of the partnership in 2016 (264,000 in 2019).

It is estimated that until now this partnership has avoided the equivalent of **1,000 metric tons of CO2 emissions**, which is the equivalent of **200 tons of waste prevented**.

Free-range eggs



In its Healthy and Sustainable Food Charter, Accor committed to favoring sectors incorporating animal well-being criteria. Its commitment was finalized for hens in 2016 and for chickens in 2019. Accor's procurement teams are working to provide its restaurants only with eggs from free range or cage-free hens (in-shell and liquid); they are also working with suppliers so that they can gradually adopt animal welfare practices. This commitment should be reached in the year 2020 in areas where the supply chains are developed (in-shell eggs in Europe, for example) and by 2025 on the markets where the supply chains are still in development. At end-2019, **42%** of hotels got supplies of eggs laid by free-range hens raised outdoors.



Key figures

2020 year-end results



DIVERSITY



PLANT FOR THE PLANET



WATCH
We Act Together for Children



SOLIDARITY PROJECT

93%

of our hotels implement Planet 21's 10 mandatory actions

34%

of hotel General Managers are women

92%

of employees trained in 2019

7,2M

trees planted in agroforestry programs since 2009

98%

of hotels implement our program against child sexual exploitation

82%

of hotels engaged in a citizen or solidarity project



HEALTHY & SUSTAINABLE FOOD
in our restaurants



URBAN VEGETABLE GARDENS
in our hotels



SUSTAINABLE BUILDINGS

Food Charter

75%

of our hotels have deployed at least half of Healthy and Sustainable Food Charter* (*previous version of the Charter)

Food waste

-21%

(in the 485 hotels participating in the measure)

Food waste

50%

have already rolled out a program to fight food waste

1,227

urban vegetable gardens

Greenhouse gas emissions reduced by

▼ 12.9%

(calendar year 2015 vs calendar year 2019)



