A new program
to reinvent hotels - sustainably

Arena Presentation
13th November 2015
A longstanding commitment

1994
- Creation of the Environment Department

1998
- 1st Accor Hotels Environment Charter
- First hospitality group partnering with ECPAT against child sex tourism

2001
- Creation of the Sustainable development department (society + environment)

2002
- Commitment to the UN Global Compact
- 1st Accor sustainable procurement charter

2003
- ibis commits to ISO 14001

2004
- Launch of OPEN, Accor’s sustainable development management tool

2005
- Launch of the Earth Guest program, Accor’s sustainable development 2006-2010 strategy

2006
- Plant for the Planet: 2 million trees financed

2011
- 4 leading international socially responsible investment indices
- Several recognitions
To go further, Accor has acquired in-depth knowledge of guests’ expectations

Key learning #1
All hotel guests feel concerned by sustainable development.

Key learning #2
High expectations concerning concrete actions in four key areas: water, energy, waste and child protection.

Key learning #3
Guests consider themselves an essential link in the sustainable development chain.
The environmental footprint allowed to identify priority areas of improvement

Key learning #1
Carbon and energy are the first pointers for progress for the Group.

Key learning # 2
Food purchases account for most of the water we consume and contaminate.

Key learning #3
Building sites are a critical link in the waste production chain.
In 2012 Accor entered a new era of ambitious expansion.
PLANT 21: two levels of improvement

1. A continuous improvement strategy
2. A program to involve guests
PLANET 21: a continuous improvement strategy

Health
Nature
Carbon
Innovation
Local
Employment
Dialogue

Local
# PLANET 21 strategy: 7 pillars and 21 commitments to reinvent hospitality - sustainably

<table>
<thead>
<tr>
<th>21 commitments</th>
<th>21 quantifiable objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Guarantee healthy interiors</td>
<td>85% of hotels have eco-labelled products</td>
</tr>
<tr>
<td>2. Promote responsible eating</td>
<td>80% of hotels promote balanced dishes</td>
</tr>
<tr>
<td>3. Prevent diseases</td>
<td>95% of hotel organize disease prevention trainings</td>
</tr>
<tr>
<td>4. Reduce our water use</td>
<td>15% reduction in water use between 2011 and 2015 (owned/leased hotels)</td>
</tr>
<tr>
<td>5. Expand waste recycling</td>
<td>85% of hotels recycle their waste</td>
</tr>
<tr>
<td>6. Protect biodiversity</td>
<td>60% of hotels participate in the Plant for the Planet reforestation project</td>
</tr>
<tr>
<td>7. Reduce our energy use</td>
<td>10% reduction in energy use between 2011 and 2015 (owned/leased hotels)</td>
</tr>
<tr>
<td>8. Reduce our CO₂ emissions</td>
<td>10% reduction in CO₂ emissions between 2011 and 2015 (owned/leased hotels)</td>
</tr>
<tr>
<td>9. Increase the use of renewable energy</td>
<td>10% of hotels use one renewable energy</td>
</tr>
<tr>
<td>10. Encourage eco-design</td>
<td>40% of hotels have at least 3 eco-designed room components</td>
</tr>
<tr>
<td>11. Promote sustainable building</td>
<td>21 new or renovated hotels are certified as sustainable buildings</td>
</tr>
<tr>
<td>12. Introduce sustainable offers and technologies</td>
<td>20% of owned and leased hotels offer green meeting solutions</td>
</tr>
<tr>
<td>13. Protect our children from abuse</td>
<td>70% of hotels have committed to protecting children</td>
</tr>
<tr>
<td>14. Support responsible purchasing practices</td>
<td>70% of hotels will purchase and promote products originating in their host country.</td>
</tr>
<tr>
<td>15. Protect ecosystems</td>
<td>100% of hotels ban endangered seafood species from restaurant menus</td>
</tr>
<tr>
<td>16. Support employee growth and skills</td>
<td>75% of hotel managers are promoted from internal mobility</td>
</tr>
<tr>
<td>17. Make diversity an asset</td>
<td>Women account for 35% of hotel managers (outside Motel 6 / Studio 6)</td>
</tr>
<tr>
<td>18. Improve quality of worklife</td>
<td>100% of host countries organize an employee opinion survey every 2 years</td>
</tr>
<tr>
<td>19. Conduct our business openly and transparently</td>
<td>Accor is included in 6 internationally-recognized socially responsible investment indices or standards</td>
</tr>
<tr>
<td>20. Engage our franchised and managed hotels</td>
<td>40% of all hotels are ISO14001 or EarthCheck-certified (excl. economy segment)</td>
</tr>
<tr>
<td>21. Share our commitments with suppliers</td>
<td>100% of purchasing contracts are in compliance with our Procurement Charter 21</td>
</tr>
</tbody>
</table>
PLANET 21 strategy:
Ambitious commitments with quantifiable objectives

**Health**
- **85%** of hotels use eco-labeled products → 68% in 2011
- **80%** of hotels promote balanced dishes → 62% in 2011
- **95%** of hotels organize disease prevention training for employees → 77% in 2011

**Nature**
- **-15%** reduction in water use → -12% between 2006 and 2010
- **85%** of hotels recycle their waste → 64% in 2011
- **60%** of hotels participate in Plant for the Planet → 34% in 2011
An ambitious, yet achievable strategy

- Over **100,000** trained employees in health & fight against child sex tourism in 5 years
- **590** certified hotels (ISO 14001 and EarthCheck)
- **12%** decrease in water consumption in 5 years
- **172** hotels with renewable energy
- **82%** of hotels with low-consumption light bulbs
- **85%** of hotels with water flow regulators
- **1,100** hotels with organic food on their menus

...
Employees’ development on sustainability through e-learning

A hotel: common areas and good practices

Choice of locations

Already 8 languages
PLANET 21: two levers of improvement

1. A continuous improvement strategy

2. A program to involve guests
Strong visibility of achievements for responsible hotels
PLANET 21 will only highlight the best achievements
Ten actions of Charter 21 are compulsory

They have been identified as the easiest to implement, the ones guests most expect or the most profitable.

#1 Be familiar with environmental regulations
#2 Train employees to adopt the right eco-friendly gestures
#13 Monitor and analyze energy consumption every month
#14 Use low-consumption lamps for 24 hour lighting
#31 Monitor and analyze water consumption every month
#32 Install water flow regulators on showers and faucets
#43 Recycle ink cartridges
#44 Recycle hotel batteries
#56 Use eco-friendly cleaning products
#57 Offer balanced meals in the restaurant
13. Monitor and Analyse energy / water consumption daily
14. Use low-consumption lamps for 24/7 lighting
15. Insulate pipes containing hot and cold water
16. Optimum settings for energy installations
17. Have programmable timer for façade lights
18. Have low consumption lamps in rooms
19. Use central light switch in rooms
20. Use low-consumption lamps for outdoor signage
21. Use energy efficient boilers
22. Use energy efficient air conditioning cooling equipment
32. Flow regulators in the all taps / showers
The Results  2011 July – 2015 July

Electricity
• 44% decrease in the cost per occupied room
• Increase in occupancy of 13%
• Despite increase in occupancy have saved $40K

Gas
• 11% decrease in the cost per occupied room
• Increase in occupancy of 13%
• Cost increased by 16% or $18K , cost of Gas increased by 20%

Water
• 19% decrease in the cost per occupied room
• Increase in occupancy of 13%
• Cost increase in water $800 only