

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

2001 First hospitality group partnering with ECPAT against child sex tourism



2002 Creation of the Sustainable development department (society + environment)

2003 Commitment to the UN Global Compact
1st Accor sustainable procurement charter

2004 ibis commits to ISO 14001



2005 Launch of OPEN, Accor's sustainable development management tool

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



2011 Plant for the Planet: 2 million trees financed



4 leading international socially responsible investment indices



FTSE4Good Index Series



Dow Jones Sustainability Indexes
Member 2011/12



Several recognitions

TRAVEL • LEISURE SPECIAL
GLOBAL VISION AWARDS



SARASIN

Triodos Bank

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



1 **A continuous improvement strategy**

2 **A program to involve guests**

PLANET 21: a continuous improvement strategy



Health



Nature



Carbon



Innovation



Local



Employment



Dialogue



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



Health



Nature



Carbon



Innovation



Local



Employment



Dialogue

21 commitments

21 quantifiable objectives

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

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

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

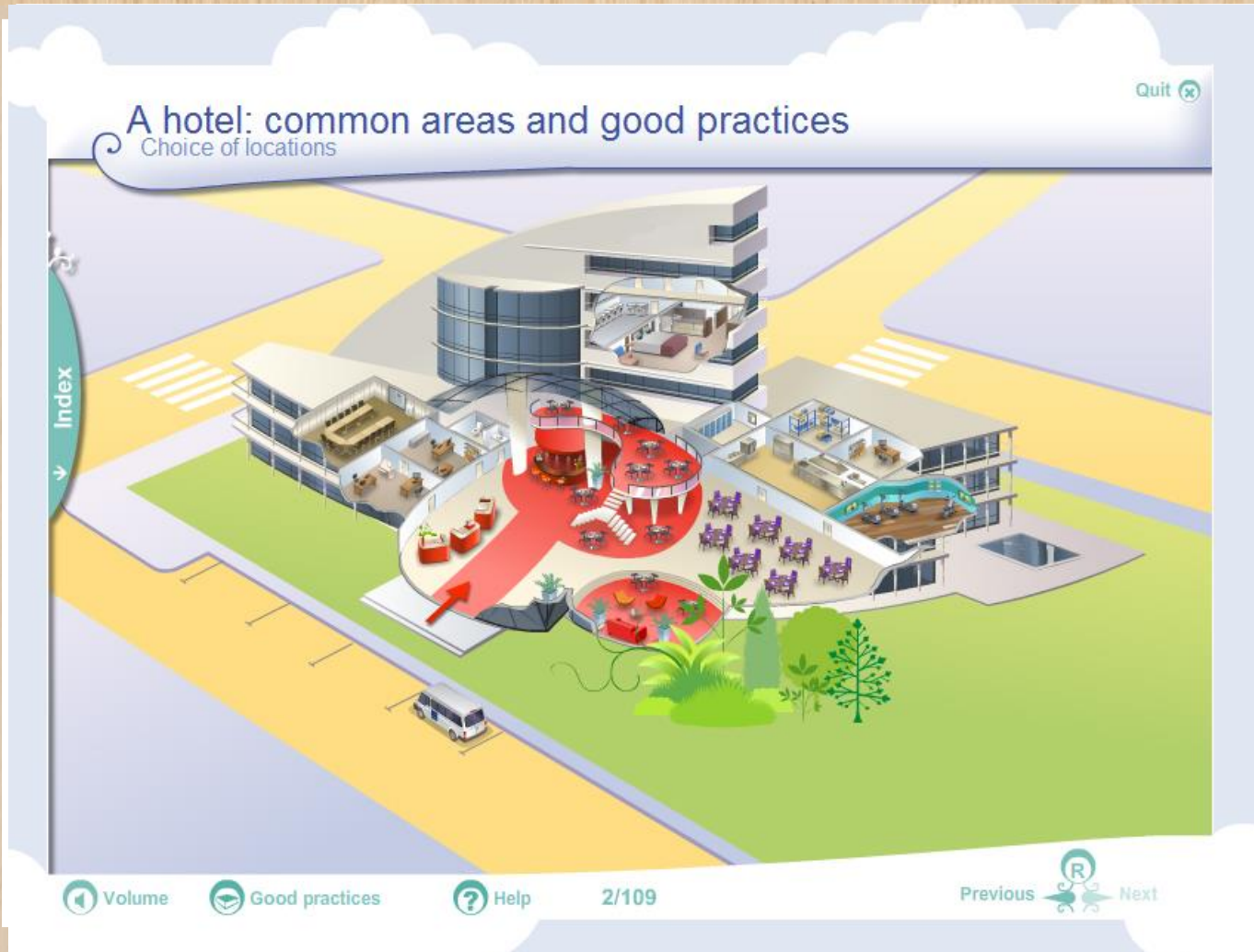
82% of hotels with low-consumption light bulbs

85% of hotels with water flow regulators

1,100 hotels with organic food on their menus

...

Employees' development on sustainability through e-learning



Already 8 languages

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



PLANET 21 identifiers depend on sustainable development performance

3 levels of performance



Hotels on the
PLANET 21 s

They do not apply
ten compulsory

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



ed hotels

ve received
ity certification:
EarthCheck,
BREEAM or HQE

crete actions really
hotel

+

ET 21's ambition

+

ilding & booking sites
ification

hotel entrance door
tag on accorhotels.com
.com

Identifiers on the concrete
implemented in the hotel

- Plant for the Planet
- Waste sorting
- Central switches
- Eco-labelled amenities
- ...



- 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**

