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The Foundation is bringing hope to the future as our employees sponsor over 100 projects.

A group is built over time. Its future is in the hands of the employees and is driven by their motivation. Values such as multiculturalism, solidarity, personal development, and a winning spirit are at the heart of our trade...

The Foundation has displayed these values boldly and proudly over the past three years and has brought life to the heart of the mission. The solidarity that our teams have shown has allowed the Foundation to move forward. That is why I would like to take this opportunity to thank all of the employees who are already involved in the Foundation’s projects, and encourage everyone else to commit; to give their time to help make our dream of Opening New Frontiers in Hospitality more of a reality every day.

Our Foundation puts heartfelt hospitality into practice and builds bonds with different cultures by serving a rich diversity of communities each new day.

As Accor employees sponsor over 100 projects, the Foundation brings hope for the future to people who have broken ties with society.

The development of the Foundation is very important in our business strategy, and is a key element in making us stronger, more responsible, and more united.

This approach is a reflection and extension of our trade in the hotel business that we are working together to reinvent.

Denis HENNEQUIN
Chairman and Chief Executive Officer of Accor
and Chairman of the Foundation's Board of Directors
Overview of three years’ commitment

In 2011, the Foundation not only celebrated its third anniversary, but it also completed its 100th project. The Foundation decided to make a report of its activities public for the first time. The Foundation has grown from 33 projects in 2009 to 106 in 2011, and is committed to extending its activities to include all 90 countries where the Group is present.
«This anniversary illustrates the spirit of the Foundation»

Each country spontaneously put together a festive event giving generously of themselves to create a place for interaction and sharing...

The Foundation’s anniversary was celebrated in 15 countries and mobilised thousands of employees. We looked back at this unifying event with Marie-Caroline Bizet, Foundation Manager.

What do you remember most about this event that brought so many people together?
This anniversary had several goals: to introduce the Foundation to a wider public (notably through a press conference at which Denis Hennequin, Chairman and CEO of ACCOR and CEO of the Foundation’s Board of Directors spoke to journalists), to give project holders and representatives of the associations that we support a chance to speak, and to write a report of all the projects we have been involved with. In just three years, the results are obvious! I was quite surprised by how many collaborators came together in such a short amount of time to organize these festive events! There was a spontaneous energy of generosity and the desire to share with one another. A date was set, main ideas and the key messages were communicated, and everyone got involved. Each country planned their own anniversary party for the Foundation! They were all proud to show what they had done and also curious to discover what projects were supported in other countries.

The solidarity markets were a real success...
We only selected products made by beneficiaries of the Foundation’s projects. In Paris, 17 NGOs from around the world were represented and employees of the main office in Paris were able to see the result of our projects. We sold out of products just two hours after the market opened! Other countries had also organized solidarity markets. All of the profits were donated to the NGOs we support.

Out of the 37 projects supported in 2011, the majority were consecrated to the “Training and insertion” field of intervention. Is this a growing tendency?
In three years, this field of intervention proved to be very important. Concretely, it is the heart of all our projects. In order to help people become independent, you must first train them and give them opportunities to reintegrate into society.

The Foundation wants to increase its involvement. How do you plan on making that happen?
The Foundation seeks to get involved in areas where the Group is present. We would like to bring even more people together in the future to help us in our commitments in order for this wonderful adventure to continue and to continue to meet the needs of communities in these areas. This is why we are currently working on an initiative that will allow our clients and suppliers to get involved in our projects as well and thus help expand the Foundation beginning in 2013. Contributing in this way also helps create new links and helps write new stories of solidarity.

Three years, three main fields of intervention
The Accor Foundation defined three main fields of intervention: local know-how, training and insertion of young people in difficulty, and humanitarian and emergency aid.

Three areas in which the Foundation has committed itself to encouraging the people it helps to become independent by setting up models and viable economic projects which will become independent in the middle term.

In just 3 years, the Foundation has supported: 106 projects, in 33 countries, throughout 5 continents involving more than 5000 employees
106 projects covering 4 main fields of interventions*:
16 in local know-how
61 in training and insertion
17 in humanitarian and emergency aid
12 in culture and heritage

* the Culture and heritage field of intervention ended in June 2011
Since 2008, the Foundation supported 106 projects in 33 countries with more than 5,000 collaborators.
Supporting social-economic initiatives highlighting traditional crafts and techniques

In 2011, the Accor Foundation supported the initiatives of 6 associations, which sought to encourage local economic development and help underprivileged areas become more independent. These projects encouraged traditions to be passed on from generation to generation and preserve traditional crafts and techniques that are disappearing.

Half of the people living with AIDS in India are women. These women, most often widows, are often stigmatised, stripped of their belongings and banished from society. The Nireekshana NGO, through the Mallika Sewing programme, teaches women to provide for themselves and helps them to regain confidence.
The Fundación Sol Naciente enables the social and economic reinsertion of women in difficulty. Sol Naciente was created in 1996 to come to the aid of underage single mothers in the Dominican Republic. Underage single mothers account for 35% of female minors, often have no job training, and encounter major difficulties finding a job. At the end of 2011, employees wanted to support this NGO with the help of the Accor Foundation. The Accor Foundation and the Fondacion Sol Naciente combined their expertise and local know-how to set up an artisanal jewellery workshop.

This project has been operational since 2012 and is annually dedicated to helping 20 women already supported by the NGO. The Accor Foundation will help finance this project for 2 years. This programme will give these young women the opportunity to attend 10 months of theoretical training (business and sales), technical training (craftsmanship) and hands-on training in local jewellery shops.

"The desire to help people and to treat others as my equal has always been a part of me."

Emeline Ori
Project holder and Quality Control and Sustained Development Director, Accor Dominican Republic

A flame to keep hope burning

Supports a training programme initiated by SOS Villages d’Enfants Maroc and is dedicated to helping women in difficult situations.

SOS Villages d’Enfants Maroc was created in 1985 and is the Moroccan branch of the international NGO SOS Villages d’Enfants. Its goal is to care for children who do not have any support from their family until they are independent, and to provide a support system for families who are having difficulties.

"I have a very strong link with SOS Villages through its partnership with the Accor group in Morocco. We have been supporting the NGO since 2003 and I am personally involved in following up with the project. I was thrilled to see a project come together that involves women who are seeking social recognition. These women need our help and we do our best to help them find a place in the society that stigmatizes them."

Nada Ibn Mousi
Local Correspondent for the Accor Foundation in Morocco, Academy Director of Accor Morroco
Handcraft: a way of the future

Working with the MaMa Foundation, a company for young women in difficulty

The MaMa Foundation aims to promote the rights of young single mothers, who are most often minors, and eliminate the existing discrimination in Polish society. This Polish NGO was created in 2006 and formed a link with Accor employees in Poland. Our employees admired the work that this NGO was doing, and wanted to help them do even more. They called upon the Accor Foundation to work with the MaMa Foundation. We sat down together and decided to set up a workshop to create goods inspired by Polish folklore (jewellery, handbags, ceramic goods...) which would help marginal women reintegrate into society. This project, entitled “Mothers’ Cooperative” is coordinated by Katarzyna Nowak, an Accor employee, and supported by the Accor Foundation, which has played a crucial role in nurturing the business. This initiative received a grant from the Warsaw Work Office in the 2011 as the best social project developed in Poland.

Fifteen young women will benefit from the programme over a two-year period of time. Once the project is set up (staff selection, training in local techniques, sales, and managing a cooperative), the year 2012 will be dedicated to creating the actual business.

Beneficiaries are well prepared for managing their own ‘Mothers’ Cooperative’ business but still need support on setting up their distribution and sale system. We look forward to opening their on-line sale point www.polidzelniamaama.com.

Katarzyna Nowak
Project holder and Internal Communications Director, Accor Poland

Assets, know-how and insertion: a winning combination

Support the insertion workshops of Les amis des caves Bertine (Friends of the Bertine Caves) by renovating a 19th century printing workshop

It was such a surprise when we first saw the cellars: the majestic site that was completely forgotten is exactly what we were looking for when we decided to set up an antique printing press in a location. We also wanted it to be a meeting place and a space for cultural exhibitions. We wanted to accomplish all of this by creating a rehabilitation project for the young people in the area, thanks to the precious support of the Accor Foundation.

Dominique Beaufils
Active member of the NGO

FROM STONE...

The restoration worksite will be led by 20 youth from the Régie de quartier de Moulins association who will be trained in construction trades. It will be an opportunity to attain skills that will help them join the labour market.

... TO PAPER...

10 other youth from the association Villaïs who set up a “solidarity shop” will benefit from training and acquire new skills to diversify their commercial offer and create a line of paper produced in the printing workshop. In order to accomplish this, they will be trained by a paper maker from the Imprimeries Réunies and a designer specialized in Japanese paper.

The Bourbonnais have well hidden treasures! The proof: the cellars with majestic Gothic arches located in the heart of Moulins, and the archives of old materials, relics of more than 200 years of printing activity in this local printing press. In order to crown this architectural and technical heritage with all its splendour, the Amis des Caves Bertine decided to restore the cellars and set up a printing workshop that will consist of antique equipment from the 19th century and use ancient Japanese paper making techniques. Project holder Stéphane Rousseau, Project manager of RH Pullman, MGallery, ibis and Senior Vice President of Human Resources at Accor Hospitality and the Accor Foundation, support this project which will happen in two stages over the course of three years and benefit 30 young people in difficulty.

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**Woven together to fight insecurity**

Giving HIV-Positive women a chance to be socially and financially independent by rediscovering traditional crafts and techniques

The International Novotel Hyderabad Convention Center (HICC) is involved in helping and supporting people affected by AIDS (HIV-positive people and their children). It came to our attention that women who lose their husband to AIDS have no source of income.

"To help them meet their needs, we suggested a project that would provide these women with training in embroidery and sewing," explained Madhupal TV, project holder and Director of Human Resources of the Novotel Hyderabad.

This is how the adventure «Mallika Sewing» was born, named after the first woman who benefited from the initiative, which was launched by the Foundation in collaboration with the Nireekshana NGO. Just two years later, there are now 60 HIV-positive widows who have completed training in traditional crafts and techniques: weaving silk, painting with henna, and making jewellery. This training is made possible by volunteer professors and employees from the two Novotels in Hyderabad, and aims to help these women become socially and financially independent. The Accor Foundation will make it possible for the project to continue in 2011 and 2012.

Nireekshana, an NGO created in 1992 by a well-known Indian couple who were both doctors, cares for 700 Indian families who are marginalized and affected by AIDS. Advice, medical care, education, food, and lodging are at the heart of their mission.

"Being associated with the Mallika project and having interacted with the beneficiaries there, it is a great feeling to be a part of something that is so meaningful and is bringing a change for the better in these women’s lives. It is a great experience to see the wonderful work being done at Mallika and the significance that this project has for the women. Mallika has become a second home and a welcoming family to these women who are otherwise shunned by society." — Kritika Nagpal, Operational liaison for the Foundation in India and Assistant Human Resources Manager at the ibis Delhi Airport.

Accor employees who work hard with us

Approximately 780 employees from the 2 Novotels (HICC and Airport) have donated €1.50 each month (100 rupees) since March 2007, for a grand total of nearly €72,000 in 5 years. This monetary support is in addition to the technical support and organisational support in the sales of solidarity products created by the women who benefit from the association at the hotels.
Encouraging integration and insertion of young people in difficulty aged 15-30

The Foundation supported projects in 24 NGOs in the four corners of the world in 2011. These projects gave young people in the most precarious situations the opportunity to change their destiny through educational programmes and professional training programmes. This gives them building blocks for future employment and the first steps towards social and financial independence.
Training and insertion

The Accor Foundation has supported Virlanie since 2009. Virlanie is committed to giving Manila street children the best life possible. The Foundation supported the Living Independently for Full Empowerment (LIFE) project in 2011. This project walks alongside underprivileged youth on their path to independence. Youth that grow up in Virlanie (12 in 2011) put everything they’ve learned into practice – how to handle their money, managing their agenda, how to live with others, etc – when they move to a halfway house for 9 months in a grand ‘dress rehearsal’ for full financial and social independence.

« It is a wonderful opportunity for the beneficiaries of our association to be associated with hotel director Dominique Grandjonc. He gives them another image of what professional life is »

Dominique Grandjonc
Project holder and General Manager of Novotel Lyon La Part Dieu

« What really keeps us going is being able to make the street children of Manila smile. It’s important to pay special attention to youth in need and give them advice. It gives more meaning to each new day. We are committed to making even more children smile. »

Aleks Goran
Project holder and General Manager of the Plaza Sofitel Manila

To allow young adults to become independent when they leave the shelter of Virlanie homes

The Voil’Avenir project was started in November 2011 at Vaux-en-Velin by the Multi Services Developpement to encourage the professional insertion of youth in difficulty. The goal? To train 16 young people without any prior qualification in trades associated with naval construction such as woodworking, painting, electricity, etc. by allowing them to help build boats adapted for handicapped people. Training and hands-on experience are combined on the construction site as the youth work on the boats and also follow educational classes and learn about navigation. The NGO follows up with each youth for a year to facilitate their entry into the labour market.

« A company does not have meaning if it does not have a social role and is not helping society at large. It means a lot to me to be able to support an innovating project like Voil’Avenir with the help of the Accor Foundation. »

Dominique Grandjonc
Project holder and General Manager of the Plaza Sofitel Manila

The Virlanie NGO helps youth get off the street and away from drugs and prostitution by giving them access to education, culture, putting a roof over their head, and giving them access to psychologists and doctors. The Virlanie association celebrated its 20th anniversary in June 2012.

Offshore winds: pushing into the future

Allowing young people in difficulty to integrate into a naval construction site and construction team led by the Multi Services Developpement

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Aurélie Largé
Voil’Avenir Project Manager

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The Sofitel Manila is committed to helping Virlanie. Employees provide English lessons, work to make clients aware of what this NGO is doing, collect funds at special events, and even furnished the last house built for the Virlanie orphans...
Training, opening the door to employment

To support Unibes in its service sector training programme for underprivileged youth

The Brazilian NGO Unibes was created in 1915 and aims to improve the living conditions of those with very low incomes by helping young people enter the labour market. Unibes launched a three-year general and professional training programme in 2009 to break the cycle of exclusion for young people living in the slums of São Paulo. This programme will provide sector service training for 60 youth between the ages of 16 and 29. The Accor Foundation has worked with Unibes since 2009 and renewed its commitment to the programme in 2011. The programme provides a combination of theoretical courses, local know-how, and hands-on experience for the youth. Accor employees volunteer their time to work with the participating youth, provide service sector training, and help them in their professional projects.

The programme aims for a successful professional and social insertion for the youth in the long term. 70 of the 114 youth that have benefitted from the programme since 2010 have already found jobs. Unibes believes that these young people share what they have learned with those around them, and estimates that the programme has benefited up to 350 additional young people in this way.

Roland de Bonadona
Project holder and General Manager of Accor Latin America

Food producing cultures: fields of possibilities

Helping young people in difficulty in the villages cultivate viable projects with Ivoire Développement Durable (Ivory Sustainable Development)

Ivoire Développement Durable (Ivoire DD) was created in 2007 to create an activity that would generate revenue on local food producing plantations. Since 2009, Ivoire DD has trained 30 youth from three villages in the suburbs of Abidjan in cultivating rubber, almond and plantain bananas. These youth work in cooperatives and are supported by the Foundation. This support will extend to a fourth village in 2012 where 10 youth will grow cacao. These plantations will yield their first fruits in 2014 or 2015. Until then, the villagers cultivate intercrops (sweet potatoes, yams, peppers, corn, etc) to be able to benefit from the product of their labours sooner.

Each village is overseen by a Pullman Abidjan employee who is native to the village. This employee coordinates with the agricultural cooperative and allows the Foundation to measure the progress of the projects, improvements that need to be made, and techniques that could benefit the young farmers.

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Luc Lamorille, the initial project holder, suggested that I take over for him when he went on to his new job abroad. The results, the will of the volunteers and seeing how committed they are to the programme made me want to get involved even more.

Manoel Parrent
Project holder and Operational Marketing Director, Accor Sub-Saharan Africa, Caribbean, and Indian Ocean

33,000 euros

35,000 euros

ORGANISATION NON GOUVERNEMENTAL
Training: a passport for employment

Supporting the Parada Foundation’s training and insertion programmes for street children in Romania

When a child does not have a family, they are not part of any system - educational or sanitary. There are a lot of these street children in Romania, especially in Bucharest. The Parada Foundation was created in 1996 to help with this problem by providing humanitarian aid and professional insertion programmes based on a participative approach.

Human Resources Director at the Bucharest Novotel, Felicia Dinca, asked the Foundation in 2009 to support the integration projects, which are organized in three stages. The first stage consists of workshops organized by the Parada Foundation and Accor employees to teach the youth to write a résumé and a letter of motivation, and to teach them about labour laws. The next stage involves the child being sponsored by and immersed in a company for a month and a half. This first work experience takes place in Accor hotels and under the constant supervision of a Group employee. Finally, the association accompanies the youth as he or she looks for a job, which generally results in a first work contract. The wonderful dynamic of the programme encourages the youth to take responsibility for themselves in order to plan for a better future.

“The Parada youth have been participating in a reinsertion programme in three Accor hotels in Bucharest since 2012: a Novotel, a ibis, and a Pullman. A lot of the Accor employees are involved in this project, and I thank them for having believed in Parada and in the potential of these youth. The employees are who make this all possible.”

Ionut Jugureanu
Executive Director of Parada

“ I found the first stage of the project to be very enriching when it was over. The internship at the hotel lets our employees see the professional capacities of these youth. I was very pleased to see that we can help these youth take responsibility for themselves.”

Felicia Dinca
Project holder and Human Resources Director at the Novotel Bucharest

11 of the 24 youth that the Accor Foundation has supported since 2009 have found a stable job. The Accor Foundation has decided to extend its support of the programme in 2011 and 2012 to 120 youth at the request of the Novotel teams in the Bucharest City Centre.
Helping populations in great difficulty and answering to humanitarian disasters

In 2011, the Foundation supported humanitarian projects of 4 associations and met the basic needs of populations, which were victims of natural catastrophes in Japan, Thailand, and New Zealand.

11 March 2011, 14 hours, 46 minutes and 44 sec : the earth shook in the heart of the archipelago in Japan. Victims pull a picture out of the rubble: a picture of their loved ones who have since been declared missing. A thread of hope.
Earthquake: New Zealand declares a State of Emergency

Providing the town of Christchurch with drinking water in collaboration with the New Zealand Red Cross

In the wake of the 6.3-magnitude earthquake that shook the town on 22 February 2011, Christchurch looked like a battlefield in ruins. This earthquake was the worst natural disaster in New Zealand since 1930, costing 185 people their lives and destroying the town: ruined fields, collapsed buildings, broken waterlines... Local Accor teams chose to come together and work alongside the New Zealand Red Cross: 29 Accor hotels committed to donate 1€ per room rented per night for the duration of a month in order to contribute to the Emergency funds set up to help the victims of this catastrophe. Of the €108,000 collected, €21,300 was donated to the Red Cross. The Accor Foundation also released €20,000 in emergency funds to help supply the disaster victims with drinking water. It also gave our employees the opportunity to contribute and increase this gift by donating to the New Zealand Red Cross online.

Unprecedented flooding: Thailand in a State of Alert

Helping the affected communities rebuild with the help of the Yim Kids association

October 2011: Nearly 1000 dead, 65 of the 77 provinces in Thailand affected, and 13 million victims. Thailand had never seen such disastrous flooding in over half a century. In order to help Yim Kids, an NGO created in 2005 by Accor employees in Thailand who sought to support social initiatives for underprivileged communities throughout the country, the Accor Foundation released €50,000 in emergency funds to come to the aid of communities where over 1,000 employees lived with their families. The funds benefited nearly 4,000 people affected by the disaster in the Bangkok plain, thus helping them to rebuild their houses. On site, Accor volunteers came together to form 20 teams of five people each, which helped reconstruct the houses.

« It was a great feeling to see the smiling faces of our employees when they knew that Accor is here to support their communities during and after the flood. They were able to feel the relief and felt confident that Accor will always give them assistance in times of need. »

Carl Braddock
General Manager of ibis Christchurch and Manager of Accor’s reconstruction team - Accor Asia Pacific

Nicha Ratanauskul
Local Contact for the Accor Foundation and Assistant Director of Human Resources of Accor Thailand, Cambodia, and Laos

In the Maori language, «Kia Kaha Koutou» means «we are stronger today». A beautiful message of hope for the local victims of the earthquake.
Provide the Iwate Prefecture with first urgency supplies in collaboration with KnK Japan

It’s an extremely serious situation, it’s overwhelming, and complicated.” This is how Dominique Léguillier, President of KnK Japan, an association supported by the Accor Foundation, explained the situation after his initial trip to the heart of the Iwate province in the North of Japan where towns and villages were devastated, if not eradicated from the landscape by the waves of the tsunami on 11 March 2011. Thousands of tons of rubble, houses torn from their foundations could very well be hiding thousands of people who have been reported missing. There are approximately 30,000 people to house, roads must be cleared, and food, water, and medical care must be provided to help get life in this town started all over again, no matter what the cost... A plan of action was developed.

The Accor teams in Japan wanted to respond quickly to the immeasurable catastrophe. The Accor Foundation showed up to support their employees by releasing immediate emergency funds to set up a school and purchase school supplies (€20,000). Employees could also increase this gift by donating to the association online, which generated an additional €10,000. Moreover, Le Club Accorhotels (Accor Hotels rewards programme) also joined in and quadrupled the points of their members who travelled to Japan in the summer of 2011. These points were then converted into money and donated to the KnK Japan association for a total of €10,000.

With the help of all our employees, a long-term mission has been undertaken to help everyone get back to a normal life after the 9-magnitude earthquake, the devastating tsunami, and the nuclear accident whose consequences we have a hard time imagining today.

The Accor Foundation, its advice and financial support, the regional offices, the contributions made by the team members in the hotels, the collection of funds organized in the establishments and especially the help of numerous clients, members of the Club Accorhotels, contributed in helping hundreds of families and children. All the teams of Accor Japan would like to join me in saying: «Arigato, thank you all. »

Pieter De Weerd
CEO of Mercure Tokyo Ginza and Operational Director in Japan

KnK Japan (Kokkyo naki Kodomotachi) helps children in distress, victims of natural disasters. It assists in projects to restart educational projects and rebuild schools as well as renovating youth centers.
Linking cultures

The Foundation is involved in all of the countries where the Group is present. It is an international platform of advice and expertise, and supports solidarity projects proposed by the Group’s employees. The Foundation is accessible to everyone and ready to listen; it offers technical and financial support to allow projects to develop and grow to be sustainable.

Since its creation in 2008, the Foundation has been able to support 106 projects in 33 countries thanks to the support of Groupe employees. In 2011, it financed 37 projects in 21 countries, increasing the number of solidarity projects they were previously involved with by 30%. Today over 5,000 employees are involved. The Foundation team goes on-site regularly to meet supporters of the association, the project holder, and those who benefit from the programmes.
The Foundation’s Mode of Governance

The Foundation manages and supports employee’s actions around the world based on three complementary decision-making bodies.

The Board of Directors

The Board of Directors defines the Foundation’s strategic orientations, votes on projects of €20,000 or more and oversees their operational implementation. The Board meets at least twice a year. The Board is chaired by Denis Hennequin. It is made up of 6 representatives of the Founders and their employees, as well as 4 external qualified personalities.

5 representatives of the founding companies

Denis Hennequin
Chairman and Chief Executive Officer of Accor and Chairman of the Foundation’s Board of Directors

Agnès Caradec
President of Accor Communications and External Relations—Secretary of the Foundation’s Board of Directors

Franck Pruvost
Senior Vice President hotelF1/Etap Hotel, Accor France, Treasurer of the Foundation’s Board of Directors

Tijania Thépégnier
Director of Human Resources, Accor Morocco

Peter Verhoeven
Chief Operating Officer, Accor Germany

1 employee representative

Laurence Canal
Personal Assistant, Marketing Services & Brand Communication

4 external qualified persons

Abdel Belmokadem
Founder and Director of Nes & Cité

Jacques Bungert
Co-Chairman of Courrèges

Françoise Holder
Co-Chairman of the Force Femmes association

Pierre-Jean Rey
Humanitarian Photographer

The Advisory Committee

The Advisory Committee is chaired by Founding Co-Chairmen of the Group: Paul Dubruel and Gérard Pélisson. It oversees the Foundation’s governance and its respect for Accor values.

The permanent team

The permanent team is the operational platform for all of the projects around the globe. It is available to provide advice to Accor employees to define their charity projects, to help them identify different ways they can be involved with NGOs, to help them set up their project, and to assist them appropriately in emergencies.

Marie-Caroline Bizet
Foundation Manager

Christine de Longevialle
Foundation Project Manager

Armelle Villeroy
Foundation Project Manager

Camille Verhaeghe
Communication Manager

The help of our local correspondents enables the Foundation to assess, select, and implement over 100 projects in 33 countries.

Contact:
fonation@accor.com
Interview with Agnès Caradec and Françoise Holder

Reflections on the role of the Foundation, its commitments, its values, and the involvement of Group employees by two administrators, Agnès Caradec and Françoise Holder.

In your opinion, what is the role of the Foundation?
Françoise Holder: This Foundation really makes sense! It’s great that big companies like Accor have a sense of social action and are open to helping others. The business world today has no justification not to be involved in this dimension. Being able to associate your presence in a country with the support of NGO projects to help local populations is extremely useful! The Foundation really helps these populations, and it’s so practical!
Agnès Caradec: Companies cannot ignore what is going on in the communities they work. Given its position, and the missions they are involved in, a company must support projects to help less fortunate people or those going through hard times. We cannot live in an unbalanced society with everyone moving at a different rhythm. Companies can help restore balance by creating jobs where they are located, and show interest in those around them. The goal of the Foundation - to link marginalized people to society in any way possible- is in harmony with the company missions, and this is how it should be. A Foundation that is disconnected from the core of the business never survives very long.

What would you like to say to your colleagues who are project holders?
F.H.: What you are doing is amazing! The Board of Directors can only endorse projects that you put forward. You are the ones doing the work! Bravo for your commitment to the project!
A.C.: What you are doing is wonderful. You have to let people know what you are doing and encourage other employees with projects in mind to submit them to the Foundation. In the logic of a continuous cycle, the social actions in progress should bring about new projects. Anyone who is convinced and committed should become a Foundation ambassador. What is great about this Foundation is that it is based on the principal that employees give their time for something that interests them. This is essential for a long-lasting action, and this is exactly what we try to practice with our mission.

What are your favorite projects among those supported in 2011?
F.H.: I have a heart for HIV positive women and extremely unhappy youth, but we cannot choose favourites in all of these generous solidarity projects.
A.C.: All of the projects are coherent and well adapted to the environment they are created in. That is the essential thing. As a woman, I tend to be more sensitive to projects that allow women to support their families, but reconnecting young people to their environment when they are marginalized is also something very important to me as well.

How do you see the future for the Foundation to allow it to reach even more people?
A.C.: All countries will be on board, which is not an easy thing to do as our organisation is very spread out. After just three years, our employees are starting to share the mission and the expertise of the Foundation. We have to continue doing this! The world is so large, and there are so many beautiful opportunities to link cultures.

Many programmes help disadvantaged women or women in difficulty find stability through durable paid jobs. Do you think that Foundation favours gender equality in countries where women are most often discriminated against?
F.H.: It’s a very ambitious goal because even in developed countries, we are far from gender equality! In certain countries the Foundation is involved in, discrimination is very serious precarious situations are ongoing. The primary goal is not necessarily to move toward equality, but rather to bring people the building blocks they will need, one by one, to build something that will change the world. This is what the Foundation is trying.

Françoise Holder
Co-Chairperson of the Force Femmes association, and member of the Accor Foundation's Board of Directors

Agnès Caradec
Senior Vice-President of Accor Communications and External Relations– Secretary of the Foundation’s Board of Directors
The five key phases of a project

1. Submitting the Project Application Form

Any Groupe employee who would like the Foundation’s support for a specific solidarity project can fill in a project application which can be downloaded on the Foundation’s website at www.fondation-accor.com. Once the application has been filled in by the employee and the association, it should then be addressed to the Foundation. Employees can also ask the Foundation to help them create a project.

2. Verifying the eligibility of a project

In order to be eligible, the project must fulfill three criteria:
- involve one or more Group employees in a solidarity project or a specific project that has been developed by a non-profit association or an NGO;
- fit into one of the three fields of intervention;
- work directly with teams of local people; the Foundation only accepts projects in countries where the Group is present.

3. Assessing the project

Each project analysis must include visits to the association site, meetings with those who will benefit from the project, and research about the association. Local correspondents assist the Foundation team in this stage. Accor employees have a good knowledge of the land, the local environment, and the needs of the populations.

4. Selecting the project

Once a project has been determined eligible and has been assessed, it is then voted on by one of the Foundation’s two decision-making bodies:
- the Selection Committee (if the project is less than €20,000) which meets 5 times a year,
- the Board of Directors (if the project requires €20,000 or more) which meets at least twice a year.

Once the project has been voted on, the Foundation draws up a convention and helps the project holder follow-up on the programme and ensure that it goes well. This is done by closely monitoring the development of the project and the use of the allocated funds.

5. Follow-up and evaluation

All of the selected projects are supported for 1-3 years. The Foundation requires all of the projects to be regularly monitored (every 3-6 months). The goal is to support a project until it is completely independent. The Foundation strives to help the associations develop rather than simply helping them exist. Beneficiaries of financial support are observed over the course of several months in order to evaluate the impact of the Foundation’s support.

How about taking Solidarity Leave?

Combine your professional skills and your personal commitment by investing in a solidarity leave. Your company will financially support you! This is how solidarity leave works!

Many employees would love to get involved, but simply do not have the time to commit to a long-term project. With this in mind, the Foundation enrolled in a programme entitled Solidarity Leave in 2011. The programme was created by the NGO Planète Urgence (Planet Emergency) to allow employees to get involved for a couple weeks in projects which would allow them to use their professional skills to train adults. This concept was perfectly aligned with the Training and Insertion line of action.

They took Solidarity Leave in 2011

Prénom Jana
Nom ZITNANSKA
Fonction Advertising and Media Director
Mission Office training
Destination India

I think that this training was useful, even if the contact with the students was quite difficult at first. They didn’t speak English very well, and were rather shy. However, they quickly gained confidence and a really bonded as a team.

Prénom Laurence
Nom CANAL
Fonction Personal Assistant, Marketing Services & Brand Communication
Mission Training about being a secretary
Destination Bénin

I really enjoyed teaching people that needed to learn, and who don’t have the same opportunities to grow as we do (materially and financially). I felt that I was at last useful in fulfilling who I am.
Key figures 2011

37 new projects

21 different countries

5 continents

Break-down by geographic location

Europe (other than France)
4 projects
€50,000

America
3 projects
€98,000

Asia
7 projects
€174,000

France
16 projects
€275,000

Africa
4 projects
€129,000

Break-down by type of project
Total budget €924,000

3 projects
Culture and heritage*
€63,000
*the “Culture and heritage” field of intervention was discontinued in June 2011

4 projects
Humanitarian and emergency
€95,000

6 projects
Local know-how
€220,000

24 projects
Training and insertion
€546,000

Since 2008
5,000 employees involved
106 projects
33 countries

15 America

13 Europe (other than France)

19 Asia

11 Africa

45 France

3 Oceania
## Training and insertion Projects

<table>
<thead>
<tr>
<th>Association</th>
<th>Project</th>
<th>Country</th>
<th>Budget in €</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pessac Rugby</td>
<td>“Saige Rugby Tour’s”: Training for youth in difficulty in Pessac through rugby</td>
<td>France</td>
<td>12,000</td>
</tr>
<tr>
<td>Pour un Sourire d’Enfant II (PSE)</td>
<td>Training in the business sector (classes in English and French) for 227 youth from the Phnom Penh slums</td>
<td>Cambodia</td>
<td>10,000</td>
</tr>
<tr>
<td>FC Bavaria Werkvolk</td>
<td>Helped the Football Club in BavariaWERKVOLK develop to enable them to become professional and help more youth in difficulty re reintegrate into society through football in Bavaria</td>
<td>Germany</td>
<td>11,000</td>
</tr>
<tr>
<td>Lebenshilfe Fürth</td>
<td>Training and reintegration of 8 handicapped people through the creation of a musical group in Fürth</td>
<td>Germany</td>
<td>62,000</td>
</tr>
<tr>
<td>UNIBES II</td>
<td>Service sector training for underprivileged youth from the suburbs of São Paulo</td>
<td>Brazil</td>
<td>33,000</td>
</tr>
<tr>
<td>Un Techo para mi Pais III</td>
<td>Extension of a programme granting access to microcredit for professional integration and therefore help for families in difficulty in Mexico</td>
<td>Mexico</td>
<td>30,000</td>
</tr>
<tr>
<td>Rugby Club Massy Essonne (RCME)</td>
<td>“Partners Tournament”: event created to bring together the club’s partner companies and youth looking for a job in Massy suburbs</td>
<td>France</td>
<td>8,000</td>
</tr>
<tr>
<td>ACLEFEU III</td>
<td>“Oxygent 2011”: helping youth in Clichy-sous-bois integrate into society through family vacations and cultural activities</td>
<td>France</td>
<td>8,000</td>
</tr>
<tr>
<td>Adie</td>
<td>“Créajeunes”: training and assisting 20 young designers from Toulouse and its suburbs</td>
<td>France</td>
<td>20,000</td>
</tr>
<tr>
<td>Children of the Dawn</td>
<td>Professional training of rural HIV-positive youth in seven villages in South Africa</td>
<td>South Africa</td>
<td>14,000</td>
</tr>
<tr>
<td>Sport dans la Ville IV</td>
<td>Business training for young underprivileged entrepreneurs in Lyon to help them start their own business</td>
<td>France</td>
<td>40,000</td>
</tr>
<tr>
<td>Parada II</td>
<td>Extension of a pilot training and integration programme for street children in Bucharest</td>
<td>Romania</td>
<td>60,000</td>
</tr>
<tr>
<td>Virlanie III</td>
<td>Creation of a halfway home to help street children in Manila who spent time at Virlanie transition to the working world</td>
<td>Philippines</td>
<td>30,000</td>
</tr>
<tr>
<td>Bethel</td>
<td>The creation of a micro-company where blind youth in Pekin make chocolates</td>
<td>China</td>
<td>17,000</td>
</tr>
<tr>
<td>Les Amis du Vietnam II</td>
<td>Development of an interest-free loan programme to allow 20 youth in difficulty enrol in secondary education in Ho-Chi Minh</td>
<td>Vietnam</td>
<td>12,000</td>
</tr>
<tr>
<td>Club Entreprises et Commerces Paris 19</td>
<td>“Objectif Emploi 19”: Assists 23 youth from difficult neighbourhoods in finding long-term employment in Paris</td>
<td>France</td>
<td>11,000</td>
</tr>
<tr>
<td>Multi Services Développement</td>
<td>“Voil’Avenir”: Gives 16 youth in difficulty the opportunity to integrate by working at a naval construction site in Vaulx-en-Velin</td>
<td>France</td>
<td>19,000</td>
</tr>
<tr>
<td>Médecins du Monde Pays de la Loire</td>
<td>“Funambus” and day training: Helping marginal people in Nantes become more autonomous</td>
<td>France</td>
<td>5,000</td>
</tr>
<tr>
<td>123Dys II</td>
<td>Follow-up of the “Ordys” programme: giving 15 youth with dyspraxia in Lyon the opportunity for professional and life training</td>
<td>France</td>
<td>10,000</td>
</tr>
<tr>
<td>Envol II</td>
<td>Creation of a pedagogical centre to encourage the mobility, social integration, and professional integration of illiterate youth living in rural Segre</td>
<td>France</td>
<td>15,000</td>
</tr>
<tr>
<td>Mission Australia</td>
<td>Helping Mission Australia become more efficient by purchasing a mini-bus that will travel throughout the Victoria region in Australia</td>
<td>Australia</td>
<td>30,000</td>
</tr>
<tr>
<td>Cruz Roja Español</td>
<td>Training and integration of 18 women in difficulty in service sector jobs in Madrid, Barcelona, Bilbao</td>
<td>Spain</td>
<td>24,000</td>
</tr>
<tr>
<td>Entraide Populaire Familiale III</td>
<td>Training and insertion of handicapped youth by developing 2 professional workshops (laundry service, pastry shop) in Algiers</td>
<td>Algeria</td>
<td>30,000</td>
</tr>
<tr>
<td>Ivoire Développement Durable</td>
<td>Undertaking a project to create an income-generating activity based on the cultivation of local food crops for three underprivileged communities and the extension of the programme to a new community outside of Abidjan</td>
<td>Ivory Coast</td>
<td>35,000</td>
</tr>
</tbody>
</table>

*II, III, IV : Different levels of support provided by the Accor Foundation*
## Financial Statement 2011

### Local know-how Projects

<table>
<thead>
<tr>
<th>Association</th>
<th>Project</th>
<th>Country</th>
<th>Budget in €</th>
</tr>
</thead>
<tbody>
<tr>
<td>MaMa Foundation</td>
<td>Creation of a workshop for 15 young single mothers to make local artisanal products in Warsaw</td>
<td>Poland</td>
<td>41,000</td>
</tr>
<tr>
<td>Nireekshana II</td>
<td>Training 40 HIV-positive women in traditional jobs (silk weaving, jewellery making, producing spices..) to allow them to re integrate Hyderabad socially and professionally</td>
<td>India</td>
<td>35,000</td>
</tr>
<tr>
<td>Les amis des caves Bertine</td>
<td>Integration through the construction site and restoration of a 19th century printing press in Moulins</td>
<td>France</td>
<td>19,000</td>
</tr>
<tr>
<td>Acta Vista II</td>
<td>Professional integration of 45 people in difficulty through the construction site to restore the old gunpowder factory in Fort Saint-Nicolas in Marseilles</td>
<td>France</td>
<td>40,000</td>
</tr>
<tr>
<td>Fundacion Sol Naciente</td>
<td>Creation of an artisanal jewellery-making workshop for 20 single mothers in difficulty in Saint-Dominique</td>
<td>Dominican Republic</td>
<td>35,000</td>
</tr>
<tr>
<td>SOS Villages d’Enfants Maroc</td>
<td>To assist 80 single women in difficulty in becoming more autonomous by working in a candle making workshop and a glass making workshop in the suburbs of Casablanca</td>
<td>Morocco</td>
<td>50,000</td>
</tr>
</tbody>
</table>

*II, III : Different levels of support provided by the Accor Foundation

### Humanitarian and emergency Projects

<table>
<thead>
<tr>
<th>Association</th>
<th>Project</th>
<th>Country</th>
<th>Budget in €</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Zealand Red Cross</td>
<td>Provide support for the victims of the 22 February 2011 earthquake in New Zealand</td>
<td>New Zealand</td>
<td>20,000</td>
</tr>
<tr>
<td>KNK Japan</td>
<td>Provide support for the victims of the 11 March 2011 Tsunami in Japan</td>
<td>Japan</td>
<td>20,000</td>
</tr>
<tr>
<td>Emmaüs</td>
<td>Support in organizing the 2011 International Solidarity Market in Paris</td>
<td>France</td>
<td>5,000</td>
</tr>
<tr>
<td>Yim Kids II</td>
<td>Support victims of the floods from October to December in Bangkok, Thailand</td>
<td>Thailand</td>
<td>50,000</td>
</tr>
</tbody>
</table>

*II, III : Different levels of support provided by the Accor Foundation

### Culture and heritage Projects**

<table>
<thead>
<tr>
<th>Association</th>
<th>Project</th>
<th>Country</th>
<th>Budget in €</th>
</tr>
</thead>
<tbody>
<tr>
<td>CREA Centre d’Eveil Artistique</td>
<td>Creation of an intergenerational opera with youth in difficulty and retired adults in Aulnay-sous-Bois</td>
<td>France</td>
<td>9,000</td>
</tr>
<tr>
<td>La Compagnie du Labyrinthe II</td>
<td>“Les Enfants des Vermiraux” (The Vermiraux Children): training and integration of youth in difficulty through a theatre company in the Morvan region</td>
<td>France</td>
<td>14,000</td>
</tr>
<tr>
<td>Festival Artlyrique d’Aix-en-Provence III</td>
<td>Development of a socio-pedagogical service at the Venelles Workshops (training programmes) in Aix-en-Provence</td>
<td>France</td>
<td>40,000</td>
</tr>
</tbody>
</table>

** the Culture and heritage field of intervention was discontinued in June 2011

*II, III : Different levels of support provided by the Accor Foundation

### Financial Report 2011

- Total Projects 2011: €924,025
- Projects undertaken in 2009: €22,000
- Operational costs: 12 % €139,081
- Communication costs: 6,6 % €76,255
- Total expenses: €1,161,361
- Expenses/Income: €1,695,598
  - €1,350,000 + €3,898 in financial products + €341,700 carried over from 2010
Your commitment...

I was instantly drawn to this association for its objectives: reinserting people in difficulty into society, teaching them traditional skills and local know-how and preserving the area’s heritage. In my opinion, these goals will bring great satisfaction and a bright future to those involved.

Ioan Puchдел, General Manager of the Sofitel Marseille Vieux Port and project holder for Acta Vista (France)

Personally, I had never been involved in such a project before, especially on-site. This experience unites the employees and motivates them; they are proud to have an employer that is involved in these things.

Your commitment... « Accor hotels are a part of the local community. They actively support underprivileged youth and aborigines as they look for work and strive to reintegrate into society. »

Scott Boyes, Regional General Manager of Victoria, Tasmania and South Australia Accor and project holder for Mission Australia (Australia)

It is wonderful to be able to benefit from the financial support of the Foundation as well as the material support and staff support from the Accor hotels which help us assist people in the very precarious situations. We often forget the great wealth and potential we have in our companies. The passion these employees share for the project gives me strength and energy each new day.

Nathalia Noiagara, Project Manager, Design Service and Technique, Accor Spain and project holder for the Cruz Roja (Red Cross, Spain)

It is important for me to contribute to the Group’s social responsibility, which provides me with an opportunity to give back to the company what it gave me when I felt the satisfaction and sense of accomplishment.

Ashwin Shirali, Director of Human Resources Accor India, the Foundation’s local correspondent for the Nireekshana project (India)

« A lot of families in Mexico are extremely poor and live in unsanitary and dangerous homes. By helping them improve their homes, we are helping them build themselves up. This is part of our commitment at Accor Mexico. »

Jean-Philippe Claret, Vice President of Operations and Development, Accor Mexico and project holder for Un Techo Para Mi Pais (Mexico)

« It will be a great pleasure for us once we succeed in helping youth, who are completely cut off from society today, change their behaviour and reintegrate into society.

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Michel Gosselin, General Manager of the Mercure Fürth and project holder for Lebenshilfe Fürth (Germany)

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< « This is the first time that the Group I work for has allowed me to work directly with them on a social or humanitarian project. »
Benoît Labat  
Land Development Director, Franchise Director, and Manager of Hotel Expansion in France, Business and Commerce Club Paris 19 project holder (France)

< « This project allowed us to form a cooperative where the youth could come together and work, or work at home rather than finding themselves in a big city after completing their education. This project has given youth the opportunity to be responsible. By cultivating intermediate crops, these youth developed a team spirit and contributed to their own well being for development. »
Marcel Koffi, Vice-President of Pullman Abidjan, and village ambassador for one of the villages supported by Ivoire Développement Durable (Ivory Sustainable Development) (Ivory Coast)

< « You have to give these youth every chance you can to integrate or reintegrate into society to keep them from being socially marginalized. It’s always easier to make projects happen when you have the support of a Group than if you are alone. »
Aldric Manta, General Manager of All Seasons Segré and project holder for Envol (France)

< « I’ll always remember learning how the Accor Foundation worked, how well everyone on the team listened, and the bonds that I made. »
Laurent Desboudard, General Manager, ibis Cade de Lyon La Part Dieu and project holder for 123Dys II (France)

< « I am happy to have found an open ear in the Foundation, someone who was willing to hear about the interest free student loan project for Vietnam. I am proud that the Accor Foundation was able to support the project financially. I noticed that my colleagues and friends took an interest in Vietnam, the association, and the Accor Foundation once the Foundation helped us. »
Cao Phong Nguyen, IT Director, Accor North America and project holder for Les amis du Vietnam (Friends of Vietnam) (Vietnam)

< « This experience helped me to bond with the Doctors of the World (Medecins du Monde - MDM) team and to step out of my everyday work routine. The Foundation teams were always there for us and helped up to put together the file we needed to get help quickly. It’s truly satisfying to fell useful to populations that are in need, of all generations and origins. »
Sophie Thierry Mieg, General Manager of the Novotel Nantes Cité des Congrès and project holder for MDM (France)

< « We are involved in this project to help support mentally handicapped youth and adults and to give them the opportunity to follow an educational curriculum that will lead some of them, we hope, to social and professional integration in society. »
Jean-Pierre Bonnet, General Manager of Sofitel Alger Hamma Garden and project holder for Entraide Populaire Familiale (Algeria)
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