



Accor ESG Index and KPIs

June 2025

This document contains information related to Accor's ESG performance. It shall be read along with the Group's Corporate Sustainability Reporting Directive (CSRD) published in the [Universal Registration Document 2024](#), which is available on Accor website.

This document provides information on where to find specific ESG information in Accor 2024 URD, as well as additional ESG information not necessarily included in the 2024 URD.

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The following documents are also available on Environmental topics (non-exhaustive list):

- [Good Food Policy](#)
- [Water Policy](#)
- [Climate Policy](#)
- [Biodiversity Policy](#)
- [Circular Economy Policy](#)
- [Nature Policy](#)

Environmental Violations

Regarding environmental fines and penalties, it should be noted that no significant penalties (greater than USD 10,000) have been identified for the Group over the past four fiscal years (FY21 to FY24).

ESRS Social & Governance

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The following documents are also available on Social and Governance topics (non-exhaustive list):

- [Human Rights Policy](#)
- [Diversity & Inclusion Commitment](#)
- [Ethics and Corporate Social Responsibility Charter](#)
- [Responsible Procurement Charter](#)

Below you can find additional social indicators not necessarily available in the 2024 URD or in the listed policies and charters.



Part-Time Employees

	Value
Full-Time Female Employees	82 972
Full-Time Male Employees	132 041
Full-Time Non-Binary Employees	39
Part-Time Female Employees	18049
Part-Time Male Employees	15921
Part-Time Non-Binary Employees	69
Total	249091

Training

The percentage of global FTEs who have completed at least one training is estimated at 89.9%, and corresponds to a total number of 223,894 people. The average number of training hours is 16.2 hours per FTE (total number of Heartists). 100% of Accor employees are required to complete a mandatory compliance training. Employees' training needs are assessed every year by the managers and HRBPs of reference, through performance reviews and people review processes, which help identify and evaluate collective and individual development plans. Additionally, all Accor employees have free access to the Group training catalogue, which offers a wide range of learning opportunities both centrally and locally.

It should be noted that business ethics training is available as well, covering not only anti-corruption but also areas such as anti-competitive practices and, where relevant, data protection.

Below is the training hours per FTE data by country:

Country	Number of Headcount	Training hours extrapolated for missing respondents during 12 months
Albania	32	519
Algeria	538	8 721
Argentina	383	6 209
Australia	14 327	232 247
Austria	950	15 400
Azerbaijan	350	5 674
Bahamas	842	13 649
Bahrain	805	13 049



Barbados	210	3 404
Belgium	551	8 932
Bermuda	478	7 749
Brazil	9 676	156 852
Bulgaria	102	1 653
Cambodia	1 329	21 544
Cameroon	60	973
Canada	11 050	179 125
Chile	1 731	28 060
China	16 316	264 489
Colombia	4 653	75 427
Congo, The Democratic Republic of the	194	3 145
Cote d'Ivoire	895	14 508
Croatia	48	778
Czech Republic	313	5 074
Denmark	97	1 572
Egypt	18 904	306 442
Equatorial Guinea	33	535
Estonia	205	3 323
Fiji	3 406	55 213
France	15 295	247 939
French Polynesia	160	2 594
Georgia	695	11 266
Germany	4 004	64 907
Ghana	301	4 879
Greece	293	4 750
Hong Kong	591	9 580
Hungary	1 191	19 307
India	8 226	133 347
Indonesia	11 236	182 140
Ireland	292	4 733
Italy	831	13 471
Japan	4 142	67 144
Jordan	1 386	22 468
Kazakhstan	549	8 900
Kenya	1 153	18 691
Korea, Republic of	1 075	17 426
Kuwait	328	5 317



Lao People's Democratic Republic	0	0
Latvia	113	1 832
Lebanon	249	4 036
Lithuania	105	1 702
Luxembourg	556	9 013
Macao	343	5 560
Macedonia, The Former Yugoslav	260	4 215
Malaysia	2 384	38 646
Maldives	1 037	16 810
Mauritius	190	3 080
Mexico	2 915	47 253
Monaco	629	10 196
Montenegro	36	584
Morocco	4 690	76 027
Myanmar	1 137	18 431
Namibia	161	2 610
Netherlands	1 321	21 414
New Zealand	2 906	47 108
Nigeria	381	6 176
Oman	111	1 799
Pakistan	741	12 012
Panama	237	3 842
Peru	838	13 584
Philippines	1 158	18 772
Poland	2 788	45 195
Portugal	614	9 953
Puerto Rico	544	8 818
Qatar	3 912	63 415
Romania	1 153	18 691
Russian Federation	1 464	23 732
Rwanda	236	3 826
Saint Helena	13	211
Saudi Arabia	5 403	87 585
Senegal	435	7 052
Serbia	155	2 513
Seychelles	346	5 609
Singapore	3 507	56 850
South Africa	716	11 607



Spain	1 419	23 003
Switzerland	3 733	60 514
Taiwan	238	3 858
Tanzania, United Republic of	113	1 832
Thailand	7 561	122 567
Tunisia	1 297	21 025
Turkey	3 245	52 603
Ukraine	240	3 891
United Arab Emirates	17 512	283 877
United Kingdom	6 806	110 328
United States	11 853	192 142
Uruguay	105	1 702
Viet Nam	10 959	177 650
Total	249 091	4 037 873

Health and Safety

For the owned & leased, subsidiary, and managed hotel scope, the number of days that resulted in at least one day of work stoppage over 11 months is estimated at 9716.

Recruitment

Country	2024 recruitments extrapolated	External recruitments			
		From 25 to 29 years old	From 30 to 49 years old	Over 50 years old	Under 25 years old
Albania	35	4	20	4	7
Algeria	256	49	148	16	43
Argentina	49	11	26	1	11
Australia	5 747	1 676	1 891	268	1 912
Austria	328	80	118	24	107
Azerbaijan	106	22	50	2	32
Bahamas	0	0	0	0	0
Bahrain	276	91	99	9	77
Barbados	51	10	23	1	17
Belgium	195	52	85	14	44
Bermuda	100	17	55	12	16
Brazil	5 054	996	2 397	444	1 217



Bulgaria	1	0	0	0	1
Cambodia	481	115	170	5	191
Cameroon	4	3	0	0	1
Canada	4 004	1 116	1 275	165	1 448
Chile	1 367	290	620	161	296
China	5 424	1 097	2 049	348	1 930
Colombia	408	109	173	7	119
Congo, The Democratic Republic of the	65	11	39	3	12
Cote d'Ivoire	113	39	41	10	23
Croatia	17	4	9	0	4
Czech Republic	74	12	35	4	23
Denmark	105	19	65	9	12
Egypt	6 408	2 006	2 267	167	1 968
Equatorial Guinea	0	0	0	0	0
Estonia	94	16	24	7	47
Fiji	333	81	144	4	104
France	5 003	1 245	1 762	236	1 761
French Polynesia	26	1	17	2	5
Georgia	574	67	216	58	233
Germany	694	180	276	57	181
Ghana	33	13	17	0	2
Greece	97	9	33	20	36
Hong Kong	181	27	82	52	20
Hungary	435	57	175	60	144
India	3 927	960	807	10	2 150
Indonesia	2 935	767	1 061	64	1 042
Ireland	144	33	39	4	68
Italy	177	36	77	10	53
Japan	4 232	276	1 294	1 790	872
Jordan	326	82	82	10	153
Kazakhstan	557	60	173	61	263
Kenya	343	81	165	12	85
Korea, Republic of	472	142	175	14	142
Kuwait	86	31	33	2	21
Lao People's Democratic Republic	11	4	5	0	1
Latvia	104	23	35	21	25
Lebanon	163	15	24	2	121
Lithuania	88	11	23	5	49



Luxembourg	205	51	93	17	44
Macao	98	21	68	3	7
Macedonia, The Former Yugoslav Republic	0	0	0	0	0
Malaysia	851	187	313	43	309
Maldives	311	91	157	5	58
Mauritius	58	3	9	1	45
Mexico	1 304	228	745	110	220
Monaco	357	77	151	39	89
Montenegro	39	15	19	4	1
Morocco	1 607	464	787	67	290
Myanmar	295	80	62	0	153
Namibia	91	9	55	9	19
Netherlands	506	119	131	26	230
New Zealand	1 537	392	445	68	633
Nigeria	98	24	50	2	22
Oman	82	26	47	0	9
Pakistan	145	29	51	14	50
Panama	77	22	38	2	15
Peru	484	121	279	17	67
Philippines	406	110	188	17	91
Poland	482	115	143	33	192
Portugal	86	16	44	4	22
Puerto Rico	46	9	16	1	20
Qatar	1 631	538	697	23	373
Romania	340	53	145	60	82
Russian Federation	652	68	203	98	284
Rwanda	39	10	14	1	14
Saint Helena	14	0	10	3	1
Saudi Arabia	1 550	556	592	22	380
Senegal	75	17	46	4	8
Serbia	127	33	48	5	40
Seychelles	104	24	53	8	19
Singapore	1 033	178	508	156	191
South Africa	281	41	172	10	58
Spain	799	178	373	79	169
Switzerland	399	104	141	19	136
Taiwan	74	19	26	12	17
Tanzania, United Republic of	0	0	0	0	0



Thailand	2 853	646	1 198	89	920
Tunisia	580	137	219	34	190
Turkey	2 056	387	651	97	921
Ukraine	87	7	25	24	32
United Arab Emirates	5 117	1 605	2 283	85	1 144
United Kingdom	2 589	573	1 094	159	763
United States	3 624	709	1 563	403	949
Uruguay	73	22	33	3	15
Viet Nam	4 683	816	1 460	79	2 329
Total	89 648	20 976	33 839	6 130	28 710

Social Relations

Alongside what is already included in the URD or relevant Group policies, the measures and commitments below on Social Relations may, for example, be implemented. Please note that while these measures are generally put in place at headquarters level, they may also, depending on local decisions, apply to hotels:

- Direct financial support may be provided to employees for childcare. This can take the form of covering administrative fees and/or a partnership with a service provider, thereby establishing a special relationship with the provider.
- Employees are consulted and involved in matters relating to health and safety.
- Accor is committed to continuously improve the performance of the health and safety management system. (surtout en France)
- Flexible working hours and part-time work may be available, as well as options such as compressed workweeks (e.g., four-day weeks), time-banking (adjusting hours to seasonality), and other forms of flexible work.
- Accor pledges to identify and assess the short- and long-term risks associated with each business, department or workstation; Training courses are offered and may cover the risks that exist within the Group, such as handling sharp objects in kitchens or technical facilities, polishing food service glasses, infrastructure-related accidents (falls, blows, etc.), handling chemicals in the laundry, welding accidents in technical facilities.
- Managers had the opportunity to attend a training on mental health risks in the workplace. These initiatives aim in particular to reduce the stigma associated with mental health at work and to prevent mental health risks, notably through workload and availability management.

Guest Experience

- Accor monitors Guest Experience Performance through the Reputation Performance Score (RPS). The 2025 target is set at 84, and the Group is on track to exceed this objective, as it did in the previous year.



Procurement

Complementing the information available in Accor publications, the following Procurement actions are in place:

- In 2024, the procurement process was standardized across all Accor Procurement offices worldwide, integrating sustainability checks into the supplier selection and listing process. These criteria sustainability criteria now carrying significant weight in the final evaluation (20–30%). Suppliers demonstrating strong ESG performance are therefore given preference.
- The mandatory e-learning on sustainable development for buyers, as referenced in the URD, includes modules on environment, ethics, and human rights.
- The supply chain risk mapping incorporates sector-specific risk factors. For instance, cleaning and security service providers are identified as potentially higher-risk. This mapping forms the foundation of the monitoring plan applied to at-risk suppliers. The plan includes assessments or on-site audits.
- Audits are systematically followed by corrective action plans in cases of non-compliance. For the “Responsible Subcontracting” category, for example, these corrective action plans are monitored by an external service provider, who re-audits suppliers to ensure progress has been made on the identified non-conformities.

Audit

Accor’s 2024 CSRD has been audited, and a report on the certification of sustainability information and the monitoring of disclosure requirements under Article 8 of Regulation (EU) 2020/852 is available on page 260 of the 2024 URD. The following data points have in particular been audited:

- Total energy consumption from renewable sources.
- Total energy consumption from fossil sources.
- Total energy consumption from nuclear sources.
- Waste diverted from disposal, breakdown by hazardous and non-hazardous waste and treatment type.
- Waste directed to disposal, breakdown by hazardous and non-hazardous waste and treatment type.
- Waste directed to disposal, breakdown by hazardous and non-hazardous waste and treatment type.
- Total water withdrawals.
- Gross Scope 1 greenhouse gas emissions.
- Gross location-based Scope 2 greenhouse gas emissions.
- Gross market-based Scope 2 greenhouse gas emissions.
- Gross Scope 3 greenhouse gas emissions.
- Number of fatalities in own workforce as result of work-related injuries and work-related ill health.