

W0. Introduction

W0.1

(W0.1) Give a general description of and introduction to your organization.

Accor is a world leading hospitality Group consisting of 5,445 hotels and more than 10,000 food and beverage venues throughout more than 110 countries. The Group has one of the industry’s most diverse and fully-integrated hospitality ecosystems encompassing more than 40 brands across all segments (economy, midscale, upscale, luxury and lifestyle) entertainment and nightlife venues, restaurants and bars, branded private residences, shared accommodation properties, concierge services, co-working spaces and more.

The following splits may impact water consumption and risks related to water security:

- Split of hotel portfolio by region: Europe = 43%; Asia-Pacific = 32%; Middle East & Africa = 12% and Americas = 13%
- Split of the portfolio by segment: Luxury & upscale= 27%; Midscale = 34% and Economy = 39% (% based on number of rooms).

Accor hotels are affiliated with the Group via three main operating structures: management and franchise agreements (97%), ownerships and leases (3%).

Key points on sustainability:

- Aligned with its sustainable development trajectory, Accor succeeded in launching its new sustainable development strategy in 2022 which will guide its actions out to 2030. Build upon two fundamentals, people and nature, the strategy comprises three operating pillars: stay, eat and explore. Accor’s new sustainable development strategy for 2030, more integrated in the Group’s business strategy, is firmly founded in the Group’s history, committed since 1970 to positive hospitality. It notably capitalizes on the achievements and lessons learnt from the previous Planet 21 and Acting Here – Planet 21 (2011-2021) programs.

- The Group leads strategic research on its sustainable impacts to inspire its strategy on sustainable development: materiality analysis, scope 3, environmental footprint, LCA, study of guests' (B to B and B to C) expectations regarding sustainability, and socio-economic footprint.

- In line with the conclusions of COP 15 on biological diversity, the Group is committed to contributing to a “nature-positive” world and has placed

this theme at the heart of its sustainable development strategy. In this way, Accor has a responsibility to fight against waste, for the preservation of water resources, against the artificialization of land and for its preservation and regeneration.

Accor is present in different stock indexes recognized worldwide:

- Euronext CAC 40 ESG;
- Euronext Vigeo index: World 120, Europe 120, Eurozone 120, France 20;
- FTSE4Good index series;
- Standard Ethics French Index;
- MSCI ACWI ESG Leaders Index, MSCI ACWI ESG UNIVERSAL Index;
- STOXX (such as EURO STOXX & STOXX 600 Low Carbon, EURO STOXX & STOXX Europe Sustainability, STOXX Global Climate Awareness Ex Global Compact).

Accor is also rated by extra-financial agencies:

- CDP Carbon rating: A-. Accor has been participating in CDP Carbon since 2006;
- CDP Water rating: B;
- CDP Supplier rating: B;
- ISS ESG rating: Prime;
- EcoVadis rating: Gold Level 2022;
- Sustainalytics rating: 22.1, Moderate risk;
- MSCI rating: A;
- Moody's ESG Solutions (ex Vigeo Eiris): 67/100;"

W0.2

(W0.2) State the start and end date of the year for which you are reporting data.

Reporting year	Start date	End date
	January 1 2022	December 31 2022

(W0.3) Select the countries/areas in which you operate.

- Albania
- Algeria
- Andorra
- Argentina
- Armenia
- Australia
- Austria
- Azerbaijan
- Bahamas
- Bahrain
- Barbados
- Belgium
- Benin
- Bermuda
- Bolivia (Plurinational State of)
- Bosnia & Herzegovina
- Botswana
- Brazil
- Bulgaria
- Cambodia
- Cameroon
- Canada
- Chile
- China
- China, Macao Special Administrative Region
- Colombia
- Costa Rica
- Côte d'Ivoire
- Croatia
- Cuba
- Czechia
- Democratic Republic of the Congo
- Ecuador
- Egypt
- Equatorial Guinea
- Estonia
- Fiji
- France
- French Guiana
- French Polynesia
- Georgia
- Germany
- Ghana
- Greece
- Hong Kong SAR, China
- Hungary
- India
- Indonesia
- Ireland
- Israel
- Italy
- Japan
- Jordan
- Kazakhstan
- Kenya
- Kuwait
- Kyrgyzstan
- Lao People's Democratic Republic
- Latvia
- Lebanon
- Lithuania
- Luxembourg
- Madagascar
- Malaysia
- Maldives
- Malta
- Mauritius
- Mexico
- Monaco
- Mongolia
- Morocco
- Myanmar
- Namibia
- Netherlands
- New Zealand

Nigeria
North Macedonia
Oman
Pakistan
Panama
Paraguay
Peru
Philippines
Poland
Portugal
Puerto Rico
Qatar
Republic of Korea
Republic of Moldova
Réunion
Romania
Russian Federation
Rwanda
Saint Helena
Saudi Arabia
Senegal
Serbia
Seychelles
Singapore
Slovakia
South Africa
Spain
Sri Lanka
Sweden
Switzerland
Taiwan, China
Thailand
Tunisia
Turkey
Ukraine
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United Republic of Tanzania
United States of America
Uruguay
Uzbekistan
Viet Nam

W0.4

(W0.4) Select the currency used for all financial information disclosed throughout your response.

EUR

W0.5

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.

Companies, entities or groups over which operational control is exercised

W0.6

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

Yes

W0.6a

(W0.6a) Please report the exclusions.

Exclusion	Please explain
<p>Excluded from the scope of reporting are:</p> <ul style="list-style-type: none"> hotels that joined the Group after September 15; independently operated units or structures and franchised hotels; new acquisitions (during the reporting year and during the previous year); hotels closed for renovation during the reporting period; the Thalassa sea and spa facilities, whose data is often reported with their host hotels; ancillary in-hotel activities that are not managed by Accor assuming their data can be clearly segregated; hotels that do not have access to the reporting platform or are unable to enter their monthly consumption data. 	<p>Accor has hotel operations in 110+ countries globally with hotels operating under different commercial models.</p> <p>Water reporting year for 2022 is from January 2022 to December 2022.</p> <p>In 2022, the water reporting scope was aligned with the energy reporting scope to cover all owned and leased and managed hotels. Consumption values for 2019 to 2022 have been recalculated on this scope basis. Head offices and New Businesses are excluded from the scope.</p>

W0.7

(W0.7) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization.	Provide your unique identifier
Yes, an ISIN code	FR0000120404

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Important	Neutral	<p>i) Primary use (or statement of no use) in direct operations: Hotel operations are the Group's biggest driver of water use. Good quality freshwater is mainly used for laundry, cleaning and guests hygiene, but also for cooking and drinking water (in area where water is drinkable).</p> <p>ii) Primary use (or statement of no use) in indirect operations: In 2019, the Group's water footprint is concentrated in scope 3 (68%), mainly due to the purchase of food items for hotel bars and restaurants (around 46%). Crop irrigation and livestock watering are the two main water consumption items in food production.</p> <p>iii) Why the chosen importance rating was selected for their direct operations: Direct use is considered as important because it ensures continuous operations. Accor has a duty to promote and support the implementation of water efficiency measures of hotels operated under its brands.</p> <p>iv) Why the chosen importance rating was selected for their indirect operations: Overall, the water availability for indirect use is considered neutral given that Accor's supply chain is located across more than 100 countries, reducing the overall impact of water shortages.</p> <p>Water quality will remain important for our operations since we cannot ensure service excellence without quality water. Within our supply chain, water quality will remain at a neutral importance rating due to our vast geographical footprint that is not expected to change. Nevertheless, we are working to decrease both our operations and supply chain dependency for water use.</p>
Sufficient amounts of recycled, brackish and/or produced water available for use	Neutral	Neutral	<p>i) Primary use (or statement of no use) in direct operations: Accor deploys rainwater and grey water recovery systems in these hotels. This helps to reduce the withdrawal of potable water for specific uses, such as gardening, toilets etc.</p> <p>ii) Primary use (or statement of no use) in indirect operations: In 2019, the Group's water footprint is concentrated in scope 3 (68%), mainly due to the purchase of food items for hotel bars and restaurants (around 46%). Water is therefore a key resource for the supply of hotels. Better use of this resource by favoring recycled water whenever possible is strategic for Accor to reduce its dependence and the risks of water shortage.</p> <p>iii) Why the chosen importance rating was selected for their direct operations: The deployment of rainwater or recycled water recovery systems is underway. To date, 17% of hotels reuse grey water and 17% collect and reuse rainwater, with numbers remaining stable versus 2019. However, their use is not required for the proper operation of our hotels.</p> <p>iv) Why the chosen importance rating was selected for their indirect operations: The vast majority of the Group's water footprint comes from its supply chain. Through its Responsible Procurement Charter signed by all nominated suppliers, and various water conservation programs, Accor is protecting itself against the risk of water shortages. However, due to the diversification of suppliers and the fact that recycled water is not vital for food production, we consider its importance in neutral.</p> <p>i) Will future water dependency differ in direct and indirect operations and why? The share of hotels with rainwater and recycled water harvesting systems will increase in order to compensate for future water shortages. This is part of the Group's commitment to increase the use of recycled water. Hence, the dependency for recycled water will increase. However the Group's dependency for freshwater will decrease.</p>

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

	% of sites/facilities/operations	Frequency of measurement	Method of measurement	Please explain
Water withdrawals – total volumes	100%	Yearly	Metering and estimation	All hotels of the Group are required to report their water withdrawals: total volumes based on meter or tank volume level reading. Water withdrawals are monitored at the hotel level within the reporting process for water and energy (Accor - Water and Energy consumption Reporting). This process includes: - monthly monitoring (even daily for some hotels) of water consumption using the Gaia tool; - a good knowledge of the hotels (number of rooms, number of restaurant-bar sales outlets, technical equipment, etc.) and of their consumption (monitored since 2005); - a thorough analysis of the ratios, accounting for the effects of weather and the occupancy rate for comparability with the different years; - benchmarks per brand, family of hotels and region. - final total volumes are consolidated including gap filling and estimates annually.
Water withdrawals – volumes by source	100%	Yearly	Metering and estimation	All sources are reported: a great majority is made up with city water supply but surface / groundwater pumping station are also monitored. Water withdrawals are monitored at the hotel level within the annual reporting exercise for water and energy (Accor - Water and Energy consumption Reporting). Frequency of reporting is based on monthly monitoring or even daily for some hotels using the Gaia tool. The measurement method is based on meter or tank volume level reading.
Entrained water associated with your metals & mining and/or coal sector activities - total volumes [only metals and mining and coal sectors]	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Produced water associated with your oil & gas sector activities - total volumes [only oil and gas sector]	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Water withdrawals quality	Not relevant	<Not Applicable>	<Not Applicable>	As the majority of water withdrawal comes from municipalities, water quality is not monitored at the Group level.
Water discharges – total volumes	100%	Yearly	Maintenance team in 2019 conducted a review of water discharge volumes. Water discharge is assumed by Accor to be 98% of water withdrawn, that are monitored. Total volumes are aggregated annually.	As the strong majority of the Group's hotels sends waste-water in municipal sewage plant, water discharges are not aggregated at corporate level but some hotels which have their own water treatment plant measure their discharges (approximately 3% of hotels operate their own dedicated waste water treatment plants, traditionally in remote or resort type locations). Hotel sustainability reporting includes monitoring of hotels with onsite or offsite wastewater treat. In 2022, 85% hotels reported discharge to water treatment plants. Water discharges are estimated annually as a result of the life cycle analysis performed and where the percentage of discharge can be estimated. Frequency of reporting is based on monthly monitoring or even daily for some hotels using the Gaia tool. The measurement method is based on meter or tank volume level reading. Estimates are calculated for non reporting hotels.
Water discharges – volumes by destination	100%	Yearly	Frequency of reporting is based on monthly monitoring or even daily for some hotels using the Gaia tool. The measurement method is based on meter or tank volume level reading. Total volumes are aggregated annually.	Accor monitors the destination of hotel discharges: - Hotels without gardens: 100% is discharged to wastewater treatment plant OR apply local connection rate to the wastewater network - Hotels with gardens, the water withdrawn for gardening (estimated through hotels' withdrawal data comparison) is discharged to groundwater and other water withdrawn is discharged to wastewater treatment plant (which are responsible for ensuring compliance with relevant treatment guidelines) or according to a local connection rate to the wastewater network.
Water discharges – volumes by treatment method	1-25	Yearly	Frequency of reporting is based on monthly monitoring or even daily for some hotels using the Gaia tool. The measurement method is based on meter or tank volume level reading. Total volumes are aggregated annually.	Except for hotels that own their water treatment plant, Accor doesn't monitor this information. Water treatment is managed directly by municipal water treatment plants, which are responsible for ensuring compliance with relevant treatment guidelines.
Water discharge quality – by standard effluent parameters	1-25	Yearly	Frequency of reporting is based on monthly monitoring or even daily for some hotels using the Gaia tool. The measurement method is based on meter or tank volume level reading. Total volumes are aggregated annually.	Except for hotels that own their water treatment plant, Accor doesn't monitor this information. Water treatment is managed directly by municipal water treatment plants, which are responsible for ensuring compliance with relevant treatment guidelines.
Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)	Not relevant	<Not Applicable>	<Not Applicable>	Water discharge is managed directly by municipal water treatment plants, which are responsible for ensuring compliance with relevant treatment guidelines.
Water discharge quality – temperature	Not relevant	<Not Applicable>	<Not Applicable>	Water discharge is managed directly by municipal water treatment plants, which are responsible for ensuring compliance with relevant treatment guidelines. This element has a low chance of being relevant in the future with an equivalent business model for Accor.
Water consumption – total volume	100%	Yearly	From the measurement of withdrawal we are able to estimate this consumption, such as assessed in our Life Cycle Analysis in 2019.	Water consumption is estimated at 2% of total water withdrawals, that are 100% monitored. Total volumes are aggregated annually including the use of estimates to complete data for non-reporting hotels.
Water recycled/reused	76-99	Yearly	Accor monitors the amount of water recycled or reused of managed hotels reporting in Gaia Utility and Sustainability reporting tool.	The deployment of rainwater or recycled water recovery systems are included as a technical requirement for hotels undertaking renovation projects. To date, 17% of hotels reuse grey water and 17% collect and reuse rainwater.
The provision of fully-functioning, safely managed WASH services to all workers	100%	Yearly	Annual technical evaluation	Providing access to water and hygiene services in our hotels is a must have for our guests. So our employees have systematically access to WASH services.

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?

	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Please explain
Total withdrawals	27500	Higher	Change in accounting methodology	Higher	Increase/decrease in business activity	Please note that as the methodology has evolved, the comparison with previous reporting is based on updated data of last year's reporting. There is a close relationship between water consumption and hotel activities. Accor has a focus on supporting hotels to implement water saving technology to reduce their demand on local water resources. Accor has a focus on growing the network of hotels to bring great hospitality experiences to our members globally. The growth of the network will therefore have an increase impact on the Total water withdrawals, Total discharges and Total consumption.
Total discharges	26950	Much higher	Change in accounting methodology	Higher	Increase/decrease in business activity	Please note that as the methodology has evolved, the comparison with previous reporting is based on updated data of last year's reporting. There is a close relationship between water consumption and hotel activities. Accor has a focus on supporting hotels to implement water saving technology to reduce their demand on local water resources. Accor has a focus on growing the network of hotels to bring great hospitality experiences to our members globally. The growth of the network will therefore have an increase impact on the Total water withdrawals, Total discharges and Total consumption.
Total consumption	550	Much higher	Change in accounting methodology	Higher	Increase/decrease in business activity	Please note that as the methodology has evolved, the comparison with previous reporting is based on updated data of last year's reporting. There is a close relationship between water consumption and hotel activities. Accor has a focus on supporting hotels to implement water saving technology to reduce their demand on local water resources. Accor has a focus on growing the network of hotels to bring great hospitality experiences to our members globally. The growth of the network will therefore have an increase impact on the Total water withdrawals, Total discharges and Total consumption.

W1.2d

(W1.2d) Indicate whether water is withdrawn from areas with water stress, provide the proportion, how it compares with the previous reporting year, and how it is forecasted to change.

	Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Identification tool	Please explain
Row 1	Yes	26-50	About the same	Other, please specify (No material changes)	Higher	Increase/decrease in business activity	WRI Aqueduct	We used the WRI Aqueduct Baseline water stress indicators and included the hotels with High and Extremely high risk levels.

W1.2h

(W1.2h) Provide total water withdrawal data by source.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	224	About the same	Change in accounting methodology	The 2022 water reporting scope was aligned with energy to cover all owned and leased and managed hotels. The evolution of the reporting scope also provided more accuracy split by water withdrawal data source compared to previous year. This resource is relevant for hotels as the Group is putting forward alternative water recovery methods to both reduce its dependence on water shortages and improve its water management capacities.
Brackish surface water/Seawater	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Hotels do not use this water resource for their operations.
Groundwater – renewable	Relevant	2156	About the same	Change in accounting methodology	The 2022 water reporting scope was aligned with energy to cover all owned and leased and managed hotels. The evolution of the reporting scope also provided more accuracy split by water withdrawal data source compared to previous year. This resource is relevant for hotels as the Group is putting forward alternative water recovery methods to both reduce its dependence on water shortages and improve its water management capacities.
Groundwater – non-renewable	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Hotels do not use this water resource for their operations.
Produced/Entrained water	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Hotels do not use this water resource for their operations.
Third party sources	Relevant	25120	Much higher	Increase/decrease in business activity	The 2022 water reporting scope was aligned with energy to cover all owned and leased and managed hotels. It is the primary source of water supply for hotel operations. It is therefore highly strategic for the Group.

W1.2i

(W1.2i) Provide total water discharge data by destination.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Please explain
Fresh surface water	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Accor does not use this destination to discharge its water.
Brackish surface water/seawater	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Accor does not use this destination to discharge its water.
Groundwater	Relevant	405	About the same	Change in accounting methodology	The 2022 water reporting scope was aligned with energy to cover all owned and leased and managed hotels. Hotels with gardens discharge water for gardening into groundwater. Other water withdrawn is discharged to a wastewater treatment plant or according to a local connection rate to the wastewater network. The number of hotels with gardens represent 55% and approximately 1.5% of the water discharged is water that has been used for gardening and will flow into groundwater.
Third-party destinations	Relevant	26545	Much higher	Increase/decrease in business activity	The 2022 water reporting scope was aligned with energy to cover all owned and leased and managed hotels. We consider that the great majority of Accor's water discharges are sent to municipal treatment plant or according to a local connection rate to a wastewater network or equivalent sewage station on site. The other destination is "groundwater" for hotels with gardens (55% of hotels) and only for the water used to maintain them (approximately 1.5%).

W1.2j

(W1.2j) Within your direct operations, indicate the highest level(s) to which you treat your discharge.

	Relevance of treatment level to discharge	Volume (megaliters/year)	Comparison of treated volume with previous reporting year	Primary reason for comparison with previous reporting year	% of your sites/facilities/operations this volume applies to	Please explain
Tertiary treatment	Relevant	26545	Much higher	Change in accounting methodology	91-99	The 2022 water reporting scope was aligned with energy to cover all owned and leased and managed hotels. Water treatment is managed directly by municipal water treatment plants, which are responsible for ensuring compliance with relevant treatment guidelines. Depending on the area of discharge, municipalities are obliged to carry out meticulous treatment from primary to tertiary treatment. The fact that all Hotels must treat their wastewater is part of Accor's minimum environmental performance criteria which are reinforced by construction and renovation standards with tracking in the Gaia Utility and Sustainability reporting platform. These actions are consolidated and monitored for all hotels within the scope of Gaia reporting in action with the D&TS department (Design Technical Standards).
Secondary treatment	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	Accor does not use this destination to treat its discharge.
Primary treatment only	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	Accor does not use this destination to treat its discharge.
Discharge to the natural environment without treatment	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	Accor does not use this destination to treat its discharge.
Discharge to a third party without treatment	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	Accor does not use this destination to treat its discharge.
Other	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	Accor does not use this destination to treat its discharge.

W1.3

(W1.3) Provide a figure for your organization's total water withdrawal efficiency.

	Revenue	Total water withdrawal volume (megaliters)	Total water withdrawal efficiency	Anticipated forward trend
Row 1		27500	<Calculated field>	With the anticipated growth of hotel network, we anticipate a reasonable increase of the water withdrawal level and revenue across the network. In the meantime, each hotel of the network is following a continuous improvement water saving program which will mitigate the increase of water withdrawal level for each hotel level.

W1.4

(W1.4) Do any of your products contain substances classified as hazardous by a regulatory authority?

	Products contain hazardous substances	Comment
Row 1	No	Not applicable to Accor's business.

W1.5

(W1.5) Do you engage with your value chain on water-related issues?

	Engagement	Primary reason for no engagement	Please explain
Suppliers	Yes	<Not Applicable>	<Not Applicable>
Other value chain partners (e.g., customers)	Yes	<Not Applicable>	<Not Applicable>

W1.5a

(W1.5a) Do you assess your suppliers according to their impact on water security?

Row 1

Assessment of supplier impact

Yes, we assess the impact of our suppliers

Considered in assessment

Basin status (e.g., water stress or access to WASH services)

Supplier dependence on water

Supplier impacts on water availability

Supplier impacts on water quality

Procurement spend

Other, please specify (EcoVadis assessment)

Number of suppliers identified as having a substantive impact

2382

% of total suppliers identified as having a substantive impact

51-75

Please explain

Monitoring the water footprint of high-risk suppliers occurs via the EcoVadis platform. Moreover, Accor worked with an external consultancy on the risk assessment of its operations including the evaluation of its dependence to water supply in its value chain.

W1.5b

(W1.5b) Do your suppliers have to meet water-related requirements as part of your organization's purchasing process?

	Suppliers have to meet specific water-related requirements	Comment
Row 1	Yes, water-related requirements are included in our supplier contracts	<Not Applicable>

W1.5c

(W1.5c) Provide details of the water-related requirements that suppliers have to meet as part of your organization's purchasing process, and the compliance measures in place.

Water-related requirement

Reducing water demands in water stressed basins

% of suppliers with a substantive impact required to comply with this water-related requirement

100%

% of suppliers with a substantive impact in compliance with this water-related requirement

100%

Mechanisms for monitoring compliance with this water-related requirement

Ground-based monitoring system

On-site third-party audit

Supplier scorecard or rating

Response to supplier non-compliance with this water-related requirement

Retain and engage

Comment

After going through the environmental supplier control plan, if a supplier fails to respect corrective actions plans, it may constitute grounds for termination of the commercial relationship.

Water-related requirement

Other, please specify (Promote agroecology and support farmers directly to adapt production techniques that are more respectful of water resources)

% of suppliers with a substantive impact required to comply with this water-related requirement

100%

% of suppliers with a substantive impact in compliance with this water-related requirement

100%

Mechanisms for monitoring compliance with this water-related requirement

Ground-based monitoring system
On-site third-party audit
Supplier scorecard or rating

Response to supplier non-compliance with this water-related requirement

Retain and engage

Comment

After going through the environmental supplier control plan, if a supplier fails to respect corrective actions plans, it may constitute grounds for termination of the commercial relationship.

Water-related requirement

Other, please specify (Regarding wastewater and pollution, suppliers pledge to control the impact of its wastewater discharges by ensuring that it is systematically processed for all of its hotels)

% of suppliers with a substantive impact required to comply with this water-related requirement

100%

% of suppliers with a substantive impact in compliance with this water-related requirement

100%

Mechanisms for monitoring compliance with this water-related requirement

Ground-based monitoring system
On-site third-party audit
Supplier scorecard or rating

Response to supplier non-compliance with this water-related requirement

Retain and engage

Comment

After going through the environmental supplier control plan, if a supplier fails to respect corrective actions plans, it may constitute grounds for termination of the commercial relationship.

Water-related requirement

Other, please specify (Favoring the use of eco-labelled products (cleaning, maintenance, gardening, etc.) which limit the content of chemical substances present in the waste and environmentally-friendly suppliers, especially for laundry.)

% of suppliers with a substantive impact required to comply with this water-related requirement

100%

% of suppliers with a substantive impact in compliance with this water-related requirement

100%

Mechanisms for monitoring compliance with this water-related requirement

Ground-based monitoring system
On-site third-party audit
Supplier scorecard or rating

Response to supplier non-compliance with this water-related requirement

Retain and engage

Comment

After going through the environmental supplier control plan, if a supplier fails to respect corrective actions plans, it may constitute grounds for termination of the commercial relationship.

W1.5d

(W1.5d) Provide details of any other water-related supplier engagement activity.

Type of engagement

Information collection

Details of engagement

Other, please specify (EcoVadis engagement on water management)

% of suppliers by number

1-25

% of suppliers with a substantive impact

51-75

Rationale for your engagement

In 2022, the % of suppliers with a substantive impact has been re-evaluated, based on the update of the Group's risk mapping integrating environmental impacts (including water-related risks). Since 2017, Accor has started to use EcoVadis framework to evaluate its suppliers, the objective is to cover the totality of suppliers with a substantive impact (risks 2 and 3) by 2025.

Impact of the engagement and measures of success

Each year, Accor analyses EcoVadis scorecard for suppliers which reached expiry or under the defined thresholds (30/100 for risk-2 suppliers and 43/100 for risk-3 suppliers).

Comment

No additional comment.

W1.5e

(W1.5e) Provide details of any water-related engagement activity with customers or other value chain partners.

Type of stakeholder

Customers

Type of engagement

Education / information sharing

Details of engagement

Educate and work with stakeholders on understanding and measuring exposure to water-related risks

Rationale for your engagement

Our customers, in the first line of water consumption are thus the main levers for action.

Impact of the engagement and measures of success

Accor has developed a four-step strategy for transforming consumers' interest in environmental issues into a competitive advantage: communicate, explain, encourage positive action and involve. One of Accor's commitments is driving forward one key innovation per year to focus guest interaction on sustainable development. In 2021 it was the Net Zero Carbon Calculator: a tool aiming to reduce the carbon footprint when designing and organizing an event for its BtoB guests. In addition, since 2019, Accor has integrated a sustainable development focus into its Accor Live Limitless (ALL) loyalty program by allowing guests to transform their ALL points to serve great causes.

Type of stakeholder

Other, please specify (Hotel managers)

Type of engagement

Education / information sharing

Details of engagement

Educate and work with stakeholders on understanding and measuring exposure to water-related risks

Rationale for your engagement

The hotel managers can control and manage the water consumption in hotels.

Impact of the engagement and measures of success

To succeed in sustainable transformation, Accor has set out exacting requirements for its rollout, such as create a culture of sustainable development by training hotel managers to become protagonists of change, notably for water-related issues.

W2. Business impacts

W2.1

(W2.1) Has your organization experienced any detrimental water-related impacts?

No

W2.2

(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

	Water-related regulatory violations	Fines, enforcement orders, and/or other penalties	Comment
Row 1	No	<Not Applicable>	No water-related regulatory violations in 2022.

W3. Procedures

W3.1

(W3.1) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?

	Identification and classification of potential water pollutants	How potential water pollutants are identified and classified	Please explain
Row 1	Yes, we identify and classify our potential water pollutants	Country emission factors of phosphorus & nitrogen are used to calculate the impact of 1 kWh production in phosphorus & nitrogen equivalent (eutrophication) from Lifecycle Analysis databases Results of the Group's potential water pollutants were calculated for 2019 as a baseline, and are in the process of being calculated for the following years.	<Not Applicable>

W3.1a

(W3.1a) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your activities.

Water pollutant category

Other nutrients and oxygen demanding pollutants

Description of water pollutant and potential impacts

Marine eutrophication: Impact of excess nitrogen nutrient emissions in marine water, stimulating excessive algae growth and affecting other species.

Value chain stage

Direct operations
Supply chain

Actions and procedures to minimize adverse impacts

Water recycling
Requirement for suppliers to comply with regulatory requirements
Discharge treatment using sector-specific processes to ensure compliance with regulatory requirements
Upgrading of process equipment/methods

Please explain

In terms of procedures, the Group is monitoring the performance of hotels based on the analysis of potential water pollutants. This analysis will be integrated in the Group's Water policy, which is in the process to be formalized.
In terms of actions, the Group is initiating tests with suppliers of cleaning products using ozone technology, thereby minimizing the use of aggressive chemical products for laundry and reducing water pollution.

Water pollutant category

Phosphates

Description of water pollutant and potential impacts

Freshwater eutrophication: Impact of excess phosphorus nutrient emissions in freshwater, stimulating excessive algae growth and affecting other species

Value chain stage

Direct operations
Supply chain

Actions and procedures to minimize adverse impacts

Water recycling
Requirement for suppliers to comply with regulatory requirements
Discharge treatment using sector-specific processes to ensure compliance with regulatory requirements
Upgrading of process equipment/methods

Please explain

In terms of procedures, the Group is monitoring the performance of hotels based on the analysis of potential water pollutants. This analysis will be integrated in the Group's Water policy, which is in the process to be formalized.
In terms of actions, the Group is initiating tests with suppliers of cleaning products using ozone technology, thereby minimizing the use of aggressive chemical products for laundry and reducing water pollution.

W3.3

(W3.3) Does your organization undertake a water-related risk assessment?

Yes, water-related risks are assessed

(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.**Value chain stage**

Direct operations
Supply chain

Coverage

Full

Risk assessment procedure

Water risks are assessed in an environmental risk assessment

Frequency of assessment

Annually

How far into the future are risks considered?

More than 6 years

Type of tools and methods used

Tools on the market
Enterprise risk management
International methodologies and standards

Tools and methods used

EcoVadis
WRI Aqueduct
Life Cycle Assessment
Other, please specify (LCA Databases: World Food LDB, Ecoinvent, Natural Climate Solutions, Global Forest Watch)

Contextual issues considered

Water availability at a basin/catchment level
Water quality at a basin/catchment level
Stakeholder conflicts concerning water resources at a basin/catchment level
Implications of water on your key commodities/raw materials
Water regulatory frameworks
Status of ecosystems and habitats
Access to fully-functioning, safely managed WASH services for all employees

Stakeholders considered

Customers
Employees
Investors
Local communities
NGOs
Regulators
Suppliers
Water utilities at a local level
Other water users at the basin/catchment level

Comment

The Group has identified water stress and flooding risks as the most serious ones for a long time with regards to water issue. In 2020, Accor has conducted a study to identify in which extent the Group's hotels are located in water stress areas and in flooding areas, based on the geographical location of the hotels and the WRI (World Resource Institute) tool, Aqueduct. Accor carries out a yearly review of its exposure to water stress risk. In a near future, the results of the review will be entered in the OPEN application to inform hotels of their exposure to water stress risks and thereby encourage moderate- and high-risk hotels to step up their action plans on water consumption management.

Value chain stage

Supply chain

Coverage

Full

Risk assessment procedure

Water risks are assessed in an environmental risk assessment

Frequency of assessment

Annually

How far into the future are risks considered?

1 to 3 years

Type of tools and methods used

International methodologies and standards

Tools and methods used

Life Cycle Assessment
Other, please specify (EcoVadis)

Contextual issues considered

Implications of water on your key commodities/raw materials
Status of ecosystems and habitats

Stakeholders considered

Local communities
Suppliers

Comment

The Purchasing Department, in collaboration with the Sustainable Development Department, uses this supplier map to identify Accor's exposure to CSR risks applied to each of the 98 product families identified by the Purchasing Department. These criteria, combined with and reference databases (e.g., EcoVadis), allow all purchasing categories to be classified into three levels of risk (standard, risky, high risky). This risk mapping covers 100% of the nominated suppliers. The results are communicated internally and to suppliers and audits are carried out on the high riskiest suppliers. Audits are based on a recognized standard Clarity by Bureau Veritas, which includes water-related criteria, such as on water management & reduction procedure, verification of effluent water issues & quality, annual water quantitative targets and water recycling mechanism.

W3.3b

(W3.3b) Describe your organization's process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

	Rationale for approach to risk assessment	Explanation of contextual issues considered	Explanation of stakeholders considered	Decision-making process for risk response
Row 1	<p>- In order to assess and respond to water-related risks in its operations, namely the functioning and management of hotels. As per hotel target setting on water withdrawal and consumption is defined at each hotel based on the hotel water stress location level and comparable peer best practice level. Hotels with projected high water stress will have a higher yearly water consumption continuous improvement target than hotel with lower water stress levels. Hotel managers can track monthly on OPEN how their consumption level against their water stress based target. A thorough analysis is performed on current data to define possible water stress and flooding risks but also the future risks by working on different scenarios (pessimistic, business as usual, optimistic) for 2030 and 2040. This allows Accor to work on current risks but also to anticipate the future with a visualization of trends on water risks.</p> <p>- The results of these analyses are shared within the Accor hotel network. The results of these analyses are allocated in a risk map and according to 6 types of risks (current policy and regulation, technology, market, reputation, acute and chronic physical). Accor works with hotel owners to interact and implement physical measures and operational processes to manage these risks.</p>	<p>Since 2014, Accor carries out a periodic review of its exposure to water stress risk, measuring the risk level of 100% of its hotels on the basis of geographical location using the database in the WRI (World Resource Institute) Aqueduct system, one of today's two leading water risk analysis systems. The results of the review are entered in the OPEN application to inform hotels of their exposure to water stress risks and thereby encourage moderate- and high-risk hotels to step up their action plans on water consumption management. Accor uses both its detailed knowledge of its assets (location, financial data, local specificities) and the data available through the Aqueduct tool.</p>	<p>The Purchasing Department, in collaboration with the Sustainable Development Department, uses this supplier map to identify Accor's exposure to CSR risks applied to each of the 98 product families identified by the Purchasing Department. These criteria, combined with and reference databases (e.g., EcoVadis), allow all purchasing categories to be classified into three levels of risk (standard, risky, high risky). This risk mapping covers 100% of the nominated suppliers. The results are communicated internally and to suppliers and audits are carried out on the high riskiest suppliers. Audits are based on a recognized standard Clarity by Bureau Veritas, which includes water-related criteria, such as on water management & reduction procedure, verification of effluent water issues & quality, annual water quantitative targets and water recycling mechanism.</p>	<p>The Safety & Security department monitors the security and safety situation in all host countries on a daily basis to share information with hotel teams and information with hotel teams and owners.</p>

W4. Risks and opportunities

W4.1

(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?

No

W4.1a

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

Having sufficient quality water is a prerequisite for the proper functioning of a hotel. Water stress presents risks for two activities: the own consumption of hotels, partly due to guests' use of water, is significant (bathroom, room cleaning, catering, laundry, swimming pools, watering of green spaces) but the majority of water consumption induced by Accor is due to the irrigation of crops needed for food production for catering (68% of the Group's water withdrawal)

A risk is defined as an uncertainty (internal or external) that could impact, in the short, medium, or long term, the Group's ability to achieve its objectives. The assessment of risks consists in positioning each risk on a matrix according to two criteria: probability of occurrence (likelihood) and intensity of impact. With the help of internal tools and analyses carried out using the Aqueduct database, Accor can identify on a map the sites at risk with their significance in terms of turnover. Once the risk sites are identified, an estimate of the shutdown time of the hotel operation is determined according to the risk involved. For hotels located in extremely high risk of water stress or flood a one-month shutdown was simulated every 10 years and 15 years for hotels located in high risk.

There are two main types of substantive impacts assessed depending on the perimeter of the risk mapping: financial and strategic risks (including third-party, environmental and reputational risks). Each of these impacts is assessed over a three or four tiers-scale and the combination of these impacts and of the likelihood of the risk determines the severity of the risk.

Substantive financial impact

The financial impact is an estimation of the potential financial consequences on Accor's Ebitda or revenue. It is evaluated in millions of euros over a three-tiers scale. This includes an assessment of the financial impact including but not limited to; management/service fees, incentive fees, trademark fees and reputation damage.

The indicators used are the loss of Ebitda in euro or the percentage of revenue. Any financial impact >10% of Ebitda or >1% of revenue is considered as substantive.

The results of the financial risk analysis of potential water stress and flooding hazards did not result in the identification of any sites with a substantial impact. Even if Accor were to suffer the cumulative impact of a site closure due to the risk of water stress and flooding, the financial impact would remain low at around 0.5% of revenue for the 2019/2020 scenario, below the 1% threshold.

Substantive strategic impact

Strategic impact covers third-party, environmental and reputation impacts. The third-party impact is the impact on Accor third parties (guests, employees, local communities) physical, financial and/or emotional integrity.

The environmental impact measures the extent of the negative effect of the risk on the planet resources and/or diversity.

Finally, the reputation impact measures the extent of media (including social media) coverage of the potential risk.

Strategic impacts are translated into financial impacts and assessed in Euros.

W4.2b

(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	i) An in-depth analysis was performed using available financial data including sales marketing, distribution and loyalty (SMDL) and their location in order to use the data available on the Aqueduct tool (both water stress risk data and coastal and riverine flood risk data). ii) By taking conservative assumptions of interruption of operations namely hotels in high water stress areas with 1 month of closure every 15 years and hotels in extremely high water stress areas with 1 month of closure every 10 years the substantive threshold is never reached. iii) Even if Accor were to suffer the cumulative impact of a site closure due to the risk of water stress and flooding, the financial impact would remain low at around 0.5% of Group Revenue for the 2019/2020 scenario.

W4.2c

(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	The Purchasing Department, in collaboration with the Sustainable Development Department, uses a supplier map to identify Accor's exposure to CSR risks. It is mapped using the following criteria applied to each of the 98 product families identified by the Purchasing Department: purchasing volumes, environmental and social risks of product families, exposure to customer risks and Accor's influence on the supplier. Audits and reports are prepared for each high-risk supplier. In 2022, no substantial risk was raised. Water consumption in the supply chain represents 68% of the Group's total water consumption. Life cycle analysis is carried out in order to provide action plans and identify supply risks for hotels. It turns out that the diversification of suppliers around the world greatly reduces the risk of a supply problem for hotels.

W4.3

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes, we have identified opportunities, and some/all are being realized

W4.3a

(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.

Type of opportunity

Efficiency

Primary water-related opportunity

Improved water efficiency in operations

Company-specific description & strategy to realize opportunity

Water used for laundry accounts for an important part of the water consumed in hotels. Thus, Accor is seeking for initiatives that can reduce the water consumption during the washing process. Diversey, a pioneer in innovative cleaning technologies, with whom Accor is working on other projects, is currently developing the Low Temperature Washing with Clax® Advanced. This enables to wash laundry at lower temperatures, saving costs because less energy is needed to heat the water. In addition, less water is needed for cooling down the wash load, thus enabling a reduction in the number of rinses. The wash cycle can be completed more quickly at lower temperatures since time is not spent heating the water in the machine. All else being equal, any machine can wash more loads in the same period which means better productivity for the operator with reduced costs. Lower temperatures and shorter cycle times normally result in less scale deposited on a machine's heating elements, which improves equipment efficiency and lifetime. For now, only a business case was done but Accor plans to implement it in pilot hotels. The overall process could take up to approximately five years. By leveraging the Internet of Things (IoT) and eco-design through partnerships, hotels will improve energy efficiency and reduce their environmental footprint.

Estimated timeframe for realization

4 to 6 years

Magnitude of potential financial impact

Low-medium

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

400000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact

Independent studies have shown that by reducing the wash temperature to 90°F – in combination with the right detergents and program - you can save water and energy by more than 20% and 30% respectively. The business case made for Accor highlighted a saving of 58,400 m3 of water (23 Olympic pools) and of 1,900,000 kWh annual consumption of 1700+ people), that can be translated into an economic gain of at least 400,000 €.

Type of opportunity

Products and services

Primary water-related opportunity

Reduced impact of product use on water resources

Company-specific description & strategy to realize opportunity

The hotel network is the Group's biggest driver of water consumption. Accor has a duty to promote and support the implementation of water efficiency measures of hotels operated under its banner.

The health crisis had a spectacular impact on energy and water consumption in 2020). After these exceptional circumstances, Accor expects its consumption to increase again as economic activity gradually returns in the various geographical areas. Accor is continuing its efforts to minimize the rebound and to consider 2019 as the "peak" of its environmental footprint.

Our Plant for the Planet program encourages guests to reuse their towels when they stay for more than one night in the hotel, in return for which Accor undertakes to finance tree planting with part of the laundry savings generated (water, energy, detergent savings). The program reflects Accor's commitment to reducing the impact of its operations on water and is set to be extended to bedding, in addition to towels (already in place in Germany, Austria and Switzerland). Currently, the project supports more than 27 plantation projects in 26 countries throughout the world. In total, 7.4 million trees have been planted over the past 10 years with 50% of the savings dedicated to the project. Greener connected hotels, leveraging the Internet of Things (IoT) and eco-design through partnerships will reduce hotels' environmental footprint.

Estimated timeframe for realization

1 to 3 years

Magnitude of potential financial impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

3139969

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact

In a case study conducted for the hotel in Australia, the cost reduction per towel saved was estimated at 7\$/room/annum. By extrapolating the result of this analysis to the number of managed hotels (in 2022 a total of 448,567 rooms) in the Accor Group, we can estimate the benefit that this could generate at the Group level by multiplying these two elements.

W6. Governance

W6.1

(W6.1) Does your organization have a water policy?

Yes, we have a documented water policy that is publicly available

W6.1a

(W6.1a) Select the options that best describe the scope and content of your water policy.

Row	Scope	Content	Please explain
1	Company-wide	<p>Description of the scope (including value chain stages) covered by the policy</p> <p>Description of business dependency on water</p> <p>Description of business impact on water</p> <p>Commitment to align with international frameworks, standards, and widely-recognized water initiatives</p> <p>Commitment to prevent, minimize, and control pollution</p> <p>Commitment to reduce or phase-out hazardous substances</p> <p>Commitment to reduce water withdrawal and/or consumption volumes in direct operations</p> <p>Commitment to reduce water withdrawal and/or consumption volumes in supply chain</p> <p>Commitment to safely managed Water, Sanitation and Hygiene (WASH) in local communities</p> <p>Commitment to stakeholder education and capacity building on water security</p> <p>Commitment to the conservation of freshwater ecosystems</p> <p>Reference to company water-related targets</p> <p>Acknowledgement of the human right to water and sanitation</p>	<p>Accor's current water policy is presented in 2022 URD where context, governance and the action plan to preserve water resources are presented. Accor's approach contributes to the United Nations Sustainable Development Goals (SDGs), especially the Goal 6: Clean water and sanitation regarding water management.</p> <p>Accor's Ethics & Corporate Social Responsibility Charter presents the Group's water-related commitments, which are company-wide as they apply to all managed and franchised properties. They emphasize that water availability is vital to provide continuous service to customers worldwide and to ensure that hotels keep operating. The Group also pledges to respect local communities and society. Accor's latest Human Rights policy pays particular attention to the impact of its activities on the right to health and a healthy environment, including water.</p> <p>Accor pledges to, and requires its suppliers to:</p> <ol style="list-style-type: none"> 1) conserve water resources by regularly tracking use, rolling out water-saving programs and equipment, particularly in water-stressed regions; 2) promote agro-ecology and offer direct assistance to farmers in adopting more environmentally friendly growing and production techniques. <p>The updated version of the Responsible Procurement Charter requires suppliers to propose and report to Accor, products and services allowing the Group to reduce its direct impact on water, for example its water consumption, etc. Water pollution is also a material topic for Accor. The Group therefore requires suppliers to conduct initiatives to reduce impact on biodiversity through the monitoring of water pollution (controlling the impact of wastewater discharges). Accor's suppliers also pledge to favor the use of ecological products limiting chemical waste in water network.</p> <p>Accor's water policy is in the process of being formalized and should include the description of business impact on water based on the findings of the latest study on Nature-Positive Strategy.</p>

W6.2

(W6.2) Is there board level oversight of water-related issues within your organization?

Yes

W6.2a

(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.

Position of individual or committee	Responsibilities for water-related issues
Board-level committee	The CSR Committee examines the orientations of the CSR policy (including climate-related topics) and takes note of its results, and also ensures the proper application of the principles of corporate governance and prepares the decisions of the Board of Directors concerning environmental, social and governance topics.

W6.2b

(W6.2b) Provide further details on the board's oversight of water-related issues.

	Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Row 1	Scheduled - some meetings	Monitoring implementation and performance Reviewing and guiding annual budgets Reviewing and guiding business plans Reviewing and guiding corporate responsibility strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding strategy	The Chief Sustainability Officer provides oversight over environmental topics including water. As a member of the Executive Committee, the CSO regularly reports on the implementation of new initiative and performance reporting in line with corporate targets. Water topics are also considered within the scope of the Ethics and CSR Committee which holds at least two scheduled meetings per year. Those meetings are an opportunity to review and guide the Group's strategy concerning climate and water-related issues. The results of the Group's sustainable development strategy and environmental metrics are circulated internally, allowing information to be passed on to the directors without necessarily scheduling a meeting for this purpose. As part of the regional D&TS (Design & Technical Services), hotel performance programs and water reporting were discussed, and targets were reviewed and validated. The Appointments, Compensation and CSR Committee examines the orientations of the CSR policy (including climate-related topics) and takes note of its results, and also ensures the proper application of the principles of corporate governance and prepares the decisions of the Board of Directors concerning environmental, social and governance topics.

W6.2d

(W6.2d) Does your organization have at least one board member with competence on water-related issues?

	Board member(s) have competence on water-related issues	Criteria used to assess competence of board member(s) on water-related issues	Primary reason for no board-level competence on water-related issues	Explain why your organization does not have at least one board member with competence on water-related issues and any plans to address board-level competence in the future
Row 1	Yes	Two members of Accor's Board of Directors, have competence on water-related issues due to their past professional experience, which is the criteria used to assess their competence. Accor is planning on implementing a structured competence assessment process to favour a water-competent board in the future.	<Not Applicable>	<Not Applicable>

W6.3

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

Name of the position(s) and/or committee(s)

Chief Sustainability Officer (CSO)

Water-related responsibilities of this position

- Assessing water-related risks and opportunities
- Managing water-related risks and opportunities
- Setting water-related corporate targets
- Monitoring progress against water-related corporate targets
- Managing public policy engagement that may impact water security
- Managing value chain engagement on water-related issues
- Integrating water-related issues into business strategy
- Managing annual budgets relating to water security

Frequency of reporting to the board on water-related issues

Quarterly

Please explain

The Chief Sustainability Officer (CSO) leads the Sustainable Development Department and wider agenda for Accor. The CSO reports directly to the CEO, is a member of the Executive Committee and works with multiple departments across the organization, especially Design & Technical Services.
The CSO works in conjunction with the Design & Technical Services team to monitor the Group's water performance. She oversees processes structured by performance objectives and indicators and coordinates sustainable development programs and the related partnerships; reporting sustainable development information to the CEO.
The CSO ensures the implementation of operational guidelines to apply the French Government's sobriety and water plans to reduce energy consumption and save water.

W6.4

(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?

	Provide incentives for management of water-related issues	Comment
Row 1	Yes	No additional comment

W6.4a

(W6.4a) What incentives are provided to C-suite employees or board members for the management of water-related issues (do not include the names of individuals)?

	Role(s) entitled to incentive	Performance indicator	Contribution of incentives to the achievement of your organization's water commitments	Please explain
Monetary reward	Corporate executive team Chief Executive Officer (CEO) Chief Financial Officer (CFO) Chief Operating Officer (COO) Chief Procurement Officer Chief Risk Officer (CRO) Chief Sustainability Officer (CSO) Chief Technology Officer (CTO)	Company performance against a sustainability index with water-related factors (e.g., DJSI, CDP Water Security score, etc.) Other, please specify (The implementation of the reporting tool Gaia 2.0 for all hotels (including water indicators) is a mandatory requirement.)	2.5%	The percentage of managed and franchised hotels having implemented the measurement tool which includes carbon, energy, environmental and water indicators is one of the sustainability quantitative criteria for the annual variable compensation of Accor's executive team.
Non-monetary reward	No one is entitled to these incentives	<Not Applicable>	<Not Applicable>	No non-monetary reward dedicated to water management are provided.

W6.5

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?

- Yes, direct engagement with policy makers
- Yes, funding research organizations

W6.5a

(W6.5a) What processes do you have in place to ensure that all of your direct and indirect activities seeking to influence policy are consistent with your water policy/water commitments?

The person in charge of Accor's responsible lobbying is the CSO also in charge of the operational monitoring of the sustainability strategy. The CSO ensures consistency between external engagements and Accor's strategy and is in charge or, at least, aware of every activity that might influence public policy on water topics. Moreover, the sustainability strategy involves every stakeholder including hotel collaborators, headquarters employees and suppliers.

Accor was the first in the hotel industry to complete detailed lifecycle assessments of hotel operations including assessments of water demand. This data provides the foundation for the development of Accor's water policy and operational approach and also provides a resource for engagement with policy makers to ensure that any emerging policies or regulatory conditions are aligned with reducing water impacts and stress in high-risk areas.

Any engagement with government officials is governed by Accor's Ethics and CSR Charter which details the protocol for Accor employee engagement with public office holders and government employees. The Charter mentions the Accor Whistleblowing Hotline, tool that can be used in complete confidentiality to report any conduct or situation that may be contrary to this Charter or any laws, regulations according to the Group's internal reporting procedure. It states the sanction or penalties for noncomplying with this charter (e.g. disciplinary actions, termination of a business relationship).

W6.6

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

- Yes (you may attach the report - this is optional)
- DEU-EN-2022.pdf

W7. Business strategy

W7.1

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated	11-15	Climate-related risks are an inherent part of the Group's strategy. The climate-related risks identified by the Group include knowledge of current & emerging policy and regulation, consideration of epidemics and pandemics risks, changes in consumer and business client preferences and behavior and extreme weather events and natural disasters. More specifically, in terms of water risks, Accor has identified two major risks which are "Water stress, scarcity of drinking water resources" and "Rising water levels, ocean warming and acidification".
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	11-15	Accor's supply chain is impacted by emerging climate risks. Food, energy, and water sourcing could become more and more difficult in the coming years. That is why Accor has taken action in order to mitigate this risk and especially for water by locating all hotels to identify water stress risk and implementing crisis management system.
Financial planning	Yes, water-related issues are integrated	11-15	Regulation, physical risks such as water stress or scarcity of potable water risk and technical opportunities impact significantly on operating costs. Potential increased costs of energy, food, and water due to climate issues are taken into account in the budgeting process of the Group. For example, less than 15% of Accor hotels are located in areas prone to flooding, so extreme precipitation could influence Accor's business by leading to costly repairs and potential reconstruction. For the construction of new hotels, the risk of increased rainfall encourages local authorities to put in practice rainwater harvesting or infiltration requirements, which requires space and limits areas for construction. The location of the assets is therefore a really important factor when assessing their potential vulnerability.

W7.2

(W7.2) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Row 1

Water-related CAPEX (+/- % change)

0

Anticipated forward trend for CAPEX (+/- % change)

0

Water-related OPEX (+/- % change)

4

Anticipated forward trend for OPEX (+/- % change)

3.18

Please explain

As Accor's business model is asset light, the CAPEX of the hotels are not under its responsibility as it does not own them. Further to this, Accor's exposure to hotel OPEX cost increases only have an impact on the minority of Accor income lined to hotel bottom line performance.

The change in OPEX is explained by the growth in the penetration rate of equipment for measuring and collecting information on the preservation and responsible use of water resources in our hotels.

W7.3

(W7.3) Does your organization use scenario analysis to inform its business strategy?

	Use of scenario analysis	Comment
Row 1	Yes	Accor uses climate scenarios including 2030 Scenario (SSP2 RCP8.5), 2040 Scenario (SSP2 RCP8.5) for assessing climate related risks via the WRI Aqueduct Tool. And used for the study of physical impact and their likely consequences for two scenarios: global warming of 4°C by 2100 (IPCC RCP 8.5) and 1.5°C by 2100 (IPCC RCP 2.6). Accor reviews each year its water footprint and water scarcity situation. Accor has completed assesses on a current situation of water stress and flooding but also based on prospective data to evaluate the possible future situation regarding environmental evolution (Baseline & Future risk indicator). An analysis of 2448 hotels spread globally using the Aqueduct tool identified that 847 hotels are located in areas with high and extremely high-water stress and 649 hotels are located in areas with high and extremely high risk of flooding. Hotels located in high risk or extremely high-risk areas are projected to increase by 15% from 2019 to 2030.

W7.3a

(W7.3a) Provide details of the scenario analysis, what water-related outcomes were identified, and how they have influenced your organization's business strategy.

	Type of scenario analysis used	Parameters, assumptions, analytical choices	Description of possible water-related outcomes	Influence on business strategy
Row 1	Climate-related	<p>A first, in-depth and detailed map of risks related to climate change was established in 2021 (including water-related outcomes) to (i) inform the Accor Group of consequences of climate change on its business, and (ii) improve financial transparency concerning the climate according to recommendations of the Task Force on Climate-related Financial Disclosure (TCFD).</p> <p>Accor assessed climate scenarios including 2030 Scenario (SSP2 RCP8.5), 2040 Scenario (SSP2 RCP8.5) for assessing climate related risks via the WRI Aqueduct Tool.</p> <p>In addition, Accor also assessed the study of physical impacts and their likely consequences in a world with global warming of 4°C by 2100 (IPCC RCP 8.5) and a world restricted to 1.5°C by 2100 (IPCC RCP 2.6).</p> <p>The parameters, assumptions and analytical choices related to this scenario are those that International Panel on Climate Change (IPCC) has developed, with no changes.</p>	<p>Thanks to a third party risk analysis, Accor has identified two major risks which are "Water stress, scarcity of drinking water resources" (it refers to the reduction in water supply and shortages owing either to decisions by local authorities or to desertification) and "Rising water levels, ocean warming and acidification" (it refers to coastal erosion, reduction of tourist areas (coral reefs, etc.) and habitable areas).</p> <p>These two outcomes could impact services to customers, continuity of activity and Accor's supply chain.</p>	<p>Water stress: Accor has acted to mitigate this risk by locating all hotels to identify water stress risk and implementing crisis management system. Accor also supports hotels by closely monitoring the latest water efficiency technology and promote their adoption where appropriate. Accor's technical design standards include water flow standards for toilets and taps to minimize water demand and promote water efficiency. These standards are a mandatory criterion of the Planet 21 program.</p> <p>Water levels: Accor works with hotel owners to interoperate and implement physical measures and operational processes to manage these risks, such as flood emergency plans. These plans also help hotels to recover their operations quickly following a flood event. In addition, the Safety & Security Department tracks the safety and security situation in all host countries daily to share with hotel teams and hotel owners. These practices combined with appropriate business continuity insurance are key to Accor's management of chronic physical risks.</p> <p>These actions are already implemented in the hotels identified as at-risk. It is also considered in the planning and assessment process of new hotel developments.</p>

W7.4

(W7.4) Does your company use an internal price on water?

Row 1

Does your company use an internal price on water?

Yes

Please explain

As part of the 2022 new water reporting tool deployment, an internal price on water calculation methodology was investigated thoroughly using actual and regular feed from hotel water utility invoices. With Gaia tool, we are collecting water data next to financial figures related to consumption.

W7.5

(W7.5) Do you classify any of your current products and/or services as low water impact?

	Products and/or services classified as low water impact	Definition used to classify low water impact	Primary reason for not classifying any of your current products and/or services as low water impact	Please explain
Row 1	No, but we plan to address this within the next two years	<Not Applicable>	Important but not an immediate business priority	With the implementation of the new reporting tool and the support of third party we will be able to measure the impact of water consumption on each product and services within Accor supply chain. This will allow us to classify our products and services according to their impact on water.

W8. Targets

W8.1

(W8.1) Do you have any water-related targets?

Yes

W8.1a

(W8.1a) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.

	Target set in this category	Please explain
Water pollution	No, but we plan to within the next two years	Accor is currently reinforcing its water related strategy including target definition.
Water withdrawals	Yes	<Not Applicable>
Water, Sanitation, and Hygiene (WASH) services	No, but we plan to within the next two years	Accor is currently reinforcing its water related strategy including target definition.
Other	No, but we plan to within the next two years	Accor is currently reinforcing its water related strategy including target definition.

W8.1b

(W8.1b) Provide details of your water-related targets and the progress made.

Target reference number

Target 1

Category of target

Water withdrawals

Target coverage

Company-wide (direct operations only)

Quantitative metric

Reduction in total water withdrawals

Year target was set

2019

Base year

2019

Base year figure

30

Target year

2022

Target year figure

27.5

Reporting year figure

27.5

% of target achieved relative to base year

100

Target status in reporting year

Underway

Please explain

Due to health crisis, we decided to adopt a year-to-year target for 2021 as we could not quantify the impact the pandemic would have.

In 2022, Accor achieved its goal of water savings with 0.9% (liters/guest).

A new long-term target is still in the process to be defined, alongside with a new Water Policy which should be formalized in 2023.

W9. Verification

W9.1

(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?

Yes

W9.1a

(W9.1a) Which data points within your CDP disclosure have been verified, and which standards were used?

Disclosure module	Data verified	Verification standard	Please explain
W1 Current state	% of water consumption per overnight stay in 2019 (2019 Water footprint scopes 1, 2 and 3)	ISAE 3000	Information on water-related issues are reported and reviewed annually by our independent third party auditor.
W4 Risks and opportunities	Circular economy: water-related risks & opportunities; - The conformity of qualitative information on water-related issues are reported and reviewed annually by our independent third party auditor.	ISAE 3000	The conformity of qualitative information on water-related issues are reported and reviewed annually by our independent third party auditor.
W8 Targets	% of water consumption per overnight stay in 2019	ISAE 3000	Information on water-related issues are reported and were reviewed by our independent third party auditor.

W10. Plastics

W10.1

(W10.1) Have you mapped where in your value chain plastics are used and/or produced?

	Plastics mapping	Value chain stage	Please explain
Row 1	Yes	Direct operations Supply chain	An inventory of single-use plastics was carried out in 2020 on the basis of Accor hotel audits to identify whether single-use plastics are used. The overall quantities of single-use plastics were estimated (more than 200M items every year). All segments of Accor's businesses are concerned by single-use plastics (Luxury with Restaurants & Bars, Midscale with Back office, Economic with rooms for example). The action plan, based on the risk of leakage into the environment, focused on removing or replacing these products. Solutions for alternatives are already listed since the publication of Accor's operational guidelines to "Stop single-use plastic items" in December 2019.

W10.2

(W10.2) Across your value chain, have you assessed the potential environmental and human health impacts of your use and/or production of plastics?

	Impact assessment	Value chain stage	Please explain
Row 1	Yes	Direct operations Supply chain Product use phase	Discussions are on-going with our suppliers to remove micro-plastic from cosmetics.

W10.3

(W10.3) Across your value chain, are you exposed to plastics-related risks with the potential to have a substantive financial or strategic impact on your business? If so, provide details.

	Risk exposure	Value chain stage	Type of risk	Please explain
Row 1	Not assessed – but we plan to within the next two years	<Not Applicable>	<Not Applicable>	

W10.4

(W10.4) Do you have plastics-related targets, and if so what type?

	Targets in place	Target type	Target metric	Please explain
Row 1	Yes	Microplastics	Reduce the potential release of microplastics and plastic particles	Target set by 2025 for laundry cleaning

W10.5

(W10.5) Indicate whether your organization engages in the following activities.

	Activity applies	Comment
Production of plastic polymers	No	
Production of durable plastic components	No	
Production / commercialization of durable plastic goods (including mixed materials)	No	
Production / commercialization of plastic packaging	No	
Production of goods packaged in plastics	No	
Provision / commercialization of services or goods that use plastic packaging (e.g., retail and food services)	Yes	In restaurants and bars of hotels, the following items have been identified: individual portions at breakfast, plastic water bottles, soda, juices & snacks packaging, straws, stirrers & pics and take-away. In restaurants and bars of hotels, the following items have been identified: individual portions at breakfast, plastic water bottles, soda, juices & snacks packaging, straws, stirrers & pics and take-away. For each item, alternatives have been or are currently being identified and presented in 2019 operational guidelines with nominated suppliers. The price evolution, operational process, targets and current status are detailed. For instance, water bottles can be replaced by filtered water dispenser with FSC or PEFC labels guaranteeing non-deforestation paper fiber.

W10.8

(W10.8) Provide the total weight of plastic packaging sold and/or used, and indicate the raw material content.

	Total weight of plastic packaging sold / used during the reporting year (Metric tonnes)	Raw material content percentages available to report	% virgin fossil-based content	% virgin renewable content	% post-industrial recycled content	% post-consumer recycled content	Please explain
Plastic packaging sold	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Plastic packaging used	2791	Please select	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	18% of hotels are part of the reporting scope.

W10.8a

(W10.8a) Indicate the circularity potential of the plastic packaging you sold and/or used.

	Percentages available to report for circularity potential	% of plastic packaging that is reusable	% of plastic packaging that is technically recyclable	% of plastic packaging that is recyclable in practice at scale	Please explain
Plastic packaging sold	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Plastic packaging used	Please select	<Not Applicable>	<Not Applicable>	<Not Applicable>	

W11. Sign off

W-FI

(W-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

W11.1

(W11.1) Provide details for the person that has signed off (approved) your CDP water response.

	Job title	Corresponding job category
Row 1	CSO (Chief Sustainability Officer) - Brune Poirson	Chief Sustainability Officer (CSO)

SW. Supply chain module

SW0.1

(SW0.1) What is your organization's annual revenue for the reporting period?

	Annual revenue
Row 1	4224000000

SW1.1

(SW1.1) Could any of your facilities reported in W5.1 have an impact on a requesting CDP supply chain member?
 No facilities were reported in W5.1

SW1.2

(SW1.2) Are you able to provide geolocation data for your facilities?

	Are you able to provide geolocation data for your facilities?	Comment
Row 1	No, not currently but we intend to provide it within the next two years	

SW2.1

(SW2.1) Please propose any mutually beneficial water-related projects you could collaborate on with specific CDP supply chain members.

SW2.2

(SW2.2) Have any water projects been implemented due to CDP supply chain member engagement?

No

SW3.1

(SW3.1) Provide any available water intensity values for your organization's products or services.

Product name

Hotel rooms - Economy segment

Water intensity value

219

Numerator: Water aspect

Water consumed

Denominator

Rooms occupied sold

Comment

The average water intensity is calculated every year on a comparable scope from 2019 for each segment. The unit used is liter per room occupied.

Product name

Hotel rooms - Luxury segment

Water intensity value

333

Numerator: Water aspect

Water consumed

Denominator

Rooms occupied sold

Comment

The average water intensity is calculated every year on a comparable scope from 2019 for each segment. The unit used is liter per room occupied.

Product name

Hotel rooms - Midscale segment

Water intensity value

305

Numerator: Water aspect

Please select

Denominator

Rooms occupied sold

Comment

The average water intensity is calculated every year on a comparable scope from 2019 for each segment. The unit used is liter per room occupied.

Product name

Hotel rooms - Premium segment

Water intensity value

335

Numerator: Water aspect

Water consumed

Denominator

Rooms occupied sold

Comment

The average water intensity is calculated every year on a comparable scope from 2019 for each segment. The unit used is liter per room occupied.

[Submit your response](#)

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub website.

Yes, CDP may share our Main User contact details with the Pacific Institute

Please confirm below

I have read and accept the applicable Terms