



## Accor ESG Index and KPIs

May 2026

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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 2025](#), which is available on Accor website.

This document provides information on where to find specific ESG information in Accor 2025 URD, as well as additional ESG information not necessarily included in the 2025 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](#)

### **Details on water withdrawal**

*Data in m<sup>3</sup> for all hotels under Accor brands in 2025*

	2025 Total (m3)	Share
Water	155,010,558	90.52%
Water - Desalinated	10,151,003	5.93%
Water - Groundwater	3,504,989	2.05%
Water - Surface Water	1,597,571	0.93%
Water - Greywater	443,395	0.26%
Tanker Delivered Water	403,510	0.24%
Water - Rainwater	133,544	0.08%



Fresh Water	160,246,661	93.58%
Total	171,244,569	100%

### **No environmental violations identified**

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 (FY22 to FY25).

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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 2025 URD or in the listed policies and charters.

### **Full-Time and Part-Time Employees**

	Value
Full-Time Female Employees	82469
Full-Time Male Employees	134088
Full-Time Non-Binary Employees	37
Part-Time Female Employees	19418
Part-Time Male Employees	14458
Part-Time Non-Binary Employees	20
<b>Total</b>	<b>250490</b>

### **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:

<b>Country</b>	<b>Number of Headcount</b>	<b>Training hours extrapolated for missing respondents during 12 months</b>
Albania	32	70
Algeria	940	7833
Argentina	431	2743
Australia	16989	55347
Austria	851	6291
Azerbaijan	373	520
Bahamas	787	2731
Bahrain	994	17112
Barbados	207	241
Belgium	584	4227
Benin	593	12508
Bermuda	484	8806
Brazil	9835	62881
Bulgaria	103	1955
Cambodia	1300	23317
Cameroon	58	0
Canada	11779	154508
Chile	1659	30867
China	15428	1014881
Colombia	4600	120815
Congo, The Democratic Republic of the	393	4789
Cote d'Ivoire	1030	619
Croatia	207	147
Czech Republic	638	12180
Denmark	146	737
Egypt	16242	248998
Equatorial Guinea	220	52
Estonia	183	1745
Fiji	4216	7775
France	14761	114747
French Polynesia	168	1085



Georgia	607	8084
Germany	4194	18842
Ghana	298	7436
Greece	553	232
Hong Kong	844	26975
Hungary	1254	5385
India	10644	217701
Indonesia	12012	250240
Ireland	263	2976
Italy	982	14848
Japan	5002	4535
Jordan	1828	20099
Kazakhstan	1250	9219
Kenya	1128	20422
Korea, Republic of	1518	42044
Lao People's Democratic Republic	142	0
Latvia	123	503
Lebanon	270	1749
Lithuania	134	2103
Luxembourg	526	4724
Macao	331	22000
Malaysia	1560	34797
Maldives	787	35168
Mauritius	418	977
Mexico	5207	92376
Monaco	510	9374
Morocco	3299	46164
Myanmar	677	6802
Namibia	150	2143
Nepal	88	1558
Netherlands	1443	8065
New Zealand	2334	14320
Nigeria	326	7265
Oman	121	3715
Pakistan	1404	9931
Panama	255	2157
Peru	807	9866
Philippines	1193	50281



Poland	2555	19863
Portugal	891	10658
Puerto Rico	558	1213
Qatar	4225	250976
Romania	584	4804
Russian Federation	238	2831
Rwanda	206	1580
Saint Helena	20	0
Saudi Arabia	7033	104978
Senegal	586	1934
Serbia	139	1198
Seychelles	336	13920
Singapore	3535	49867
South Africa	667	14393
Spain	2159	33323
Switzerland	840	6014
Taiwan	2	98
Thailand	6875	162325
Tunisia	1347	23224
Turkey	3557	108324
Ukraine	247	1841
United Arab Emirates	14877	516093
United Kingdom	5656	52454
United States	12277	84779
Uruguay	114	637
Viet Nam	10253	124408
<b>Total</b>	<b>250490</b>	<b>4527340</b>

### **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	2025 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	8	2	3	0	3
Algeria	755	101	393	171	90
Argentina	36	11	13	4	8
Australia	8631	2622	2805	368	2836
Austria	205	64	71	17	53
Azerbaijan	590	88	215	2	285
Bahamas	48	5	27	2	14
Bahrain	336	89	131	8	108
Barbados	0	0	0	0	0
Belgium	168	50	76	15	27
Benin	129	38	51	0	40
Bermuda	82	12	42	11	17
Brazil	4468	837	2141	472	1018
Bulgaria	29	1	14	5	9
Cambodia	240	51	83	3	103
Cameroon	10	7	2	1	0
Canada	3532	895	1208	165	1264
Chile	885	198	397	79	211
China	3872	807	1482	274	1309
Colombia	378	92	173	10	103
Congo, The Democratic Republic of the	117	42	57	11	7
Cote d'Ivoire	118	39	44	4	31
Croatia	112	45	9	2	56
Czech Republic	403	58	193	48	104
Denmark	48	12	28	0	8
Egypt	6969	2631	2083	166	2089
Equatorial Guinea	13	2	8	0	3
Estonia	75	13	28	7	27
Fiji	178	36	72	5	65
France	9255	1735	3725	764	3031
French Polynesia	16	4	6	4	2
Georgia	326	46	100	35	145



Germany	852	225	277	42	308
Ghana	22	8	9	1	4
Greece	355	43	144	91	77
Hong Kong	186	28	90	44	24
Hungary	453	60	157	68	168
India	5630	1491	1232	35	2872
Indonesia	2264	578	886	72	728
Ireland	95	16	24	4	51
Italy	173	38	71	3	61
Japan	1842	203	508	505	626
Jordan	847	95	129	14	609
Kazakhstan	1106	201	215	57	633
Kenya	195	45	97	8	45
Korea, Republic of	497	177	147	7	166
Lao People's Democratic Republic	41	9	11	3	18
Latvia	75	15	21	12	27
Lebanon	201	29	37	3	132
Lithuania	151	24	29	15	83
Luxembourg	181	45	79	22	35
Macao	88	25	44	8	11
Malaysia	545	110	200	29	206
Maldives	524	142	311	15	56
Mauritius	39	3	5	5	26
Mexico	1931	472	857	137	465
Monaco	303	63	123	36	81
Morocco	882	237	417	20	208
Myanmar	237	64	35	1	137
Namibia	21	5	14	0	2
Nepal	30	10	13	0	7
Netherlands	423	100	138	21	164
New Zealand	1001	274	284	33	410
Nigeria	57	26	17	0	14
Oman	48	15	24	0	9
Pakistan	425	107	157	12	149
Panama	93	22	43	4	24
Peru	369	96	203	10	60
Philippines	403	127	168	22	86
Poland	403	92	139	29	143



Portugal	231	55	105	14	57
Puerto Rico	58	7	31	6	14
Qatar	1819	561	802	19	437
Romania	154	17	59	27	51
Russian Federation	131	11	37	16	67
Rwanda	29	10	13	0	6
Saint Helena	12	1	3	4	4
Saudi Arabia	1525	470	609	36	410
Senegal	63	22	27	4	10
Serbia	75	21	25	5	24
Seychelles	174	35	88	9	42
Singapore	1124	200	574	145	205
South Africa	198	56	91	7	44
Spain	1896	420	881	171	424
Switzerland	329	78	140	16	95
Taiwan	1	0	1	0	0
Thailand	1991	431	831	79	650
Tunisia	671	124	255	47	245
Turkey	1646	347	554	110	635
Ukraine	90	9	22	10	49
United Arab Emirates	4398	1417	1793	68	1120
United Kingdom	1621	409	613	111	488
United States	3416	733	1438	372	873
Uruguay	52	16	22	2	12
Viet Nam	4520	1106	1310	91	2013
<b>Total</b>	<b>91244</b>	<b>22509</b>	<b>33359</b>	<b>5410</b>	<b>29966</b>

### 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.



- 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 2025 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 290 of the 2025 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.