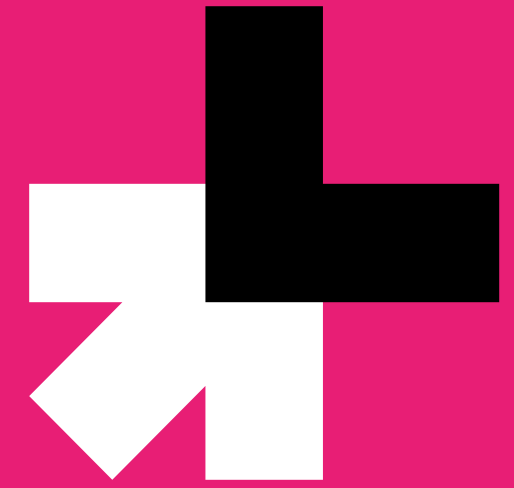


**Proven
Solution**

Economic Justice



HeForShe

Accor

Achieving equal pay between men and women



Global Context

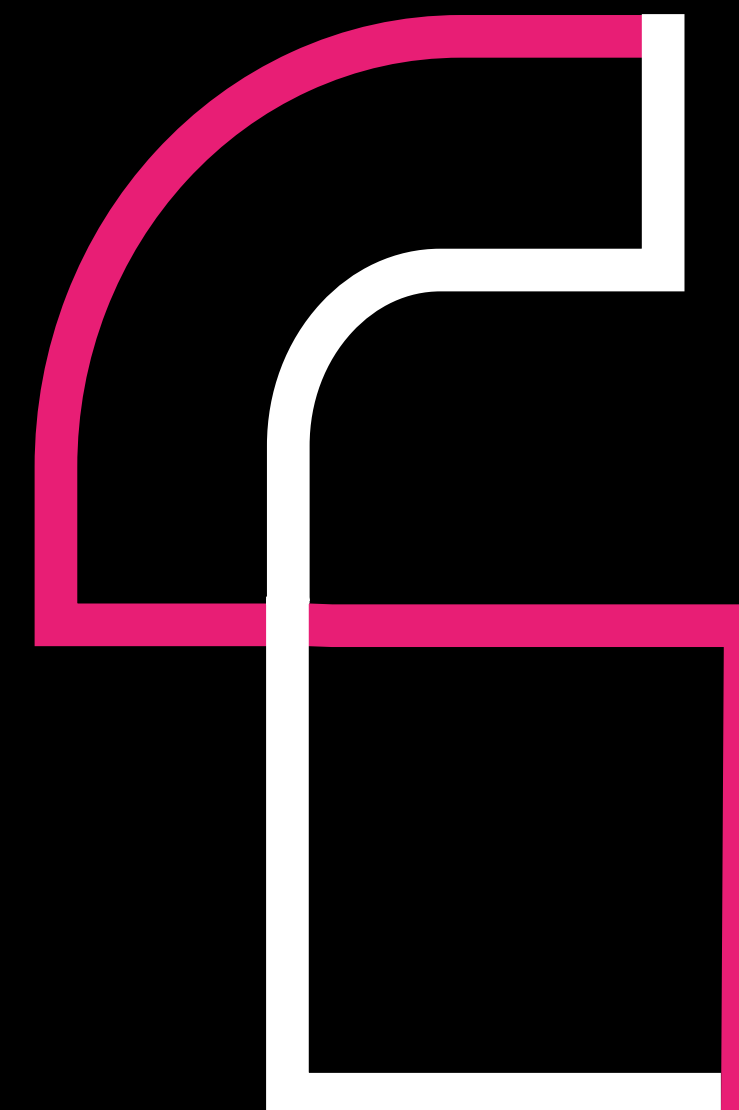
Inequality in the average income of men and women persists all over the world and across all sectors. To close the gender pay gap, Accor committed to guaranteeing equal pay between men and women by 2020. We have been carrying out annual gender pay gap analyses since 2017, covering all permanent contracts at our head offices as well as General Managers of hotels.

Covid-19 impacted every area of life and tourism has been one of the hardest hit sectors. Extended closure of many of our hotels made it difficult to measure our progress in 2020. However, we also responded quickly to help those most in need during the crisis. In April 2020, Accor decided to allocate 25% of the planned dividend (€70m) to the ALL Heartist Fund, a special purpose vehicle to financially support employees on a case by case basis. To date, almost 70,000 applications have been approved, with a total allocation of €21.9m.

When events disrupt plans and programmes for gender equality, we need to adapt our approach and keep our eye on the goal. The approach to eliminating the gender pay gap must always be responsive to your organisation and its challenges.

“Every organisation can achieve equal pay for women and men when they dedicate their management skills, personal commitment and consistent actions to eliminating this disparity. Every step we take towards equal pay is a step towards a better world for everyone.”

Sébastien Bazin,
Chairman and CEO of Accor



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Key Stages of Implementation

1

Step 1 Establishing an appropriate methodology and tools

The first step is to set up a methodology and define tools for comparing positions with equivalent levels of responsibility. We use Hay Grades, a widely used classification scheme, to evaluate positions, with a focus on base salary. We have also analysed target total earnings (base salary plus incentives). In 2019, the analysis covered 35 countries and 5,300 employees, representing about 85% of the targeted employees. It showed that the pay gap between men and women working at the same job level at Accor was -2.2 %, compared to -3.1% in 2018 and -4% in 2017.

Asia-Pacific made great progress – from -3.8% in 2018 to -1.0% in 2019. Our methodology and tools enable us to track the annual reduction of the pay gap in response to our actions plans.

Having an appropriate methodology in place increases chances of success, prevents waste of time and effort, and eliminates unnecessary actions. As the journey to gender equality is a long one, establishing a consistent methodology in the beginning can also ensure consistent reporting and analysis, which in turn suggest improvements to be made.

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2

Step 2 Leading from the top

We made consistent commitments through HeForShe involving our top management, HR team and colleagues all over the world. We also took action to promote women into senior positions.

Gender diversity in management teams can be the key to achieving equal pay. Diversifying your workforce, specifically executive management positions, is more than a movement to level the corporate playing field. It's about using the best resources to maximise every company's potential.

We also made contributions to promoting female leaders by establishing mentoring and training programmes for high-potential women and implementing a comprehensive suite of policies to change the way Accor recruits, retains and promotes women.

Step 3 Adapting actions to locales

We adapted all our actions to the specific requirements of every region in which we operate. As an international organisation, we have 260,000 women and men in more than 5,100 hotels looking after thousands of guests every day in more than 110 destinations. Cultural transformation has been our main mission for several years and implementing locally adapted strategies and plans is critical to our success.

We need to understand and appreciate differences so that we can give our actions relevance and force – and to act with the boldness needed to lead initiatives that change the way we work. Our gender diversity network RiiSE creates a sense of belonging and enables sharing of best practices between countries.

3

4

Step 4 Training and supporting women for long-term equality

Ongoing support for women employees plays a significant role in achieving and maintaining equal pay. It's important to spend time with women employees – training them, raising awareness of their potential and rights, and using their insights to evolve the strategy. There is no single solution to wage inequality: every organisation's journey is unique, even though we all share the same vision.

Contact

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