

*RiISE 2021  
Priorities*



# Accor's diversity network



**RIISE**

**26,000** members  
(vs 14 000 en 2018)

**49 % men 51% women**

*From all Countries, all Brands, all ages...*

**8 Hubs**

**100+ events & actions /year**

**3400** active members on LinkedIn

# RiiSE global team



JULIE  
ALLISON

Projects 'Director  
To CEO Sébastien Bazin



ANNE-SOPHIE  
BERAUD

VP Group Diversity &  
Inclusion



STEVEN DAINES

Chief Talent & Culture



MAUD BAILLY

CEO Southern Europe



GILLES CLAVIE

CEO AccorInvest



AGNES  
ROQUEFORT

Chief Development Officer



SEBASTIEN  
GAFFORI

Innovation Leader



LAËTITIA  
LEPAISANT

VP Group Financial  
Control AccorInvest



LAURENT  
PICHERAL

Solidarity Group  
General Counsel



HELENE  
BOUDOT

Communication Director  
Southern Europe



JULIEN  
CARTIGNY

P.A Maud Bailly



VIRGINIE  
SIDO

Communications & CSR  
Southern Europe



FLORENCE  
FAURE SAUVANET

Southern Europe T&C  
AccorInvest



# 8 great & active *Hub Leading teams all over the world...*



## SOUTHERN EUROPE

Sébastien GAFFORI (Headquarters France)

Florence FAURE SAUVANET (Accor Invest South Europe)

Rebeca AVILA (Headquarters South Europe)

## NORTHERN EUROPE

Sabrina WESTPHELINGER

+ TBC



## NORTH & CENTRAL AMERICA

Paul TORMEY

Sandra DUHAMEL

Marina ELSENER

Kieran MacDONALD



## SOUTH AMERICA

Magda de CASTRO KIEHL

Ramona LISMAYER



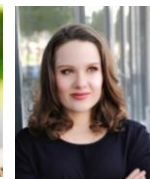
## INDIA, MIDDLE EAST & AFRICA

Canan TORE

Greer MACLEAN-SHERMAN

Charlotte PREVOT

Sheeba THARAYIL



## ASIA PACIFIC

Greater China Grace XIANG

South East Asia: Shereen BONG

Pacific: Marc BENNIE





# RiiSE Best achievements in 2019-2020



**Riise Trophy for BRAZIL:**  
Financial empowerment program  
225 attendees



**FRANCE 120 pairs for the**  
mentoring program



**PANIC BUTTON test in**  
France, Switzerland & UAE



**Women' rights International**  
Day March 8<sup>th</sup>, 2020



**NCA virtual sessions online with**

UAE



**RiiSE Marathon day – 2<sup>nd</sup> anniversary –**  
events around the World



# Manifesto



Welcome to RiiSE, Accor's **diversity network**.

Over **26 000 members** across the group have already joined, **representing all countries, cultures, ages, gender** ... all working together to make a difference.

Our purpose is straightforward: **we champion equal chances & equal choices for all**. We believe in **diversity as a key lever for collective performance** and actively contribute to building a more inclusive and diverse workplace.

We RiiSE through:

**1 – Transmission and Empowerment:** revealing people's full potential. We all have a role to play to guide, inspire and nurture personal development.

**2 – Elimination of any form of discrimination, harassment or violence:** anyone can be confronted to unacceptable behavior and need a helping hand. We listen and take action. Any time, any place.

RiiSE is guided by the group's shared values of **generosity, solidarity and kindness**. To ensure the Group hits its Diversity targets, we act as talent revealers, enablers and guardians. Actions are initiated and rolled out at local level by our 26 000 brightly shining lights for maximum – and measured – impact.

Diversity is a shared responsibility and every step forward makes a difference.

**So join RiiSE today. Step in and shine your light.**



## 2 key pillars for a strong commitment in 2021



### Pillar 1: TRANSMISSION & EMPOWERMENT

- **"Soft" power:** Inspire and empower through role models and ambassadors on gender equity (*mentoring programs, workshops, conferences...*)
- **"Hard" power:** Track and monitor management functions for more diverse profiles through **ambitious KPIs**
- **Communicate & share** best practices throughout the group (*via monthly calls with hubs, newsletters...*) and **Celebrate** our achievements, big and small (*Women Rights' day, Network anniversary, RiiSE Awards...*)

**Objective:**  
**INSPIRE & REVEAL**



### Pillar 2: DISCRIMINATION & VIOLENCE ELIMINATION

- **Help eradicate all forms of discrimination** (based on gender, age, sexual orientation, origin...)
- **Support the group's D&I engagement against sexism and any kind of harassment** (through dedicated workshops)
- **Fight physical or sexual abuse as well as domestic violence** (agreement with NGOs, hotline in Brazil, panic button test ...)

**Objective :**  
**ALERT & PROTECT**



# RiiSE against Cognitive bias

"I mean, how old can she be, 25?"

"She is bound to go on **maternity** leave sooner or later"

"You are aware that this job is going to be **challenging for you**?"

"There is a **lot of exposure** and the role is fast-paced. Are you sure she can handle it? She has a **family life**."

Is she any good with numbers?"

"He will never hear me out."

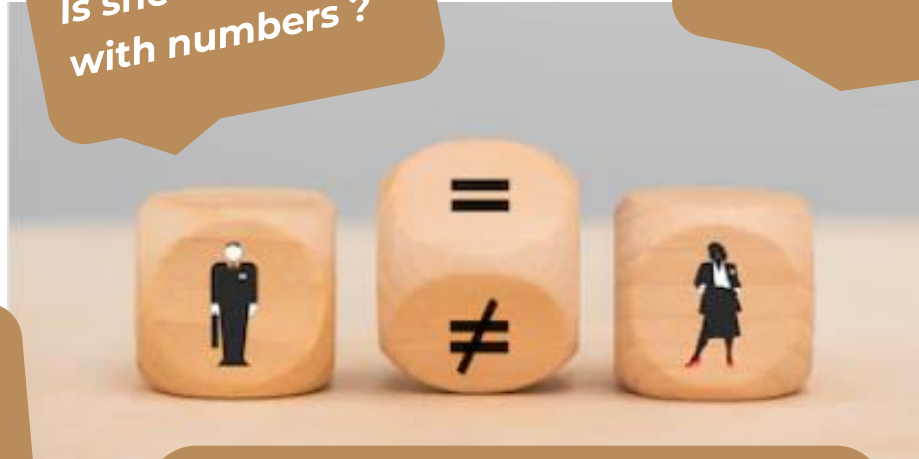
"A **pay rise** for this new role? You should be grateful we are even giving you the job."

"How does your **husband** feel about you taking on this new challenge?"

"We are taking a **huge risk**, trusting you with this perimeter. You are very lucky you know. Make us proud."

"I did not include you in the meeting, for your own good: these guys play rough, you know."

"We tried hard to get a woman on the shortlist but none of the candidates had the required qualifications and experience"



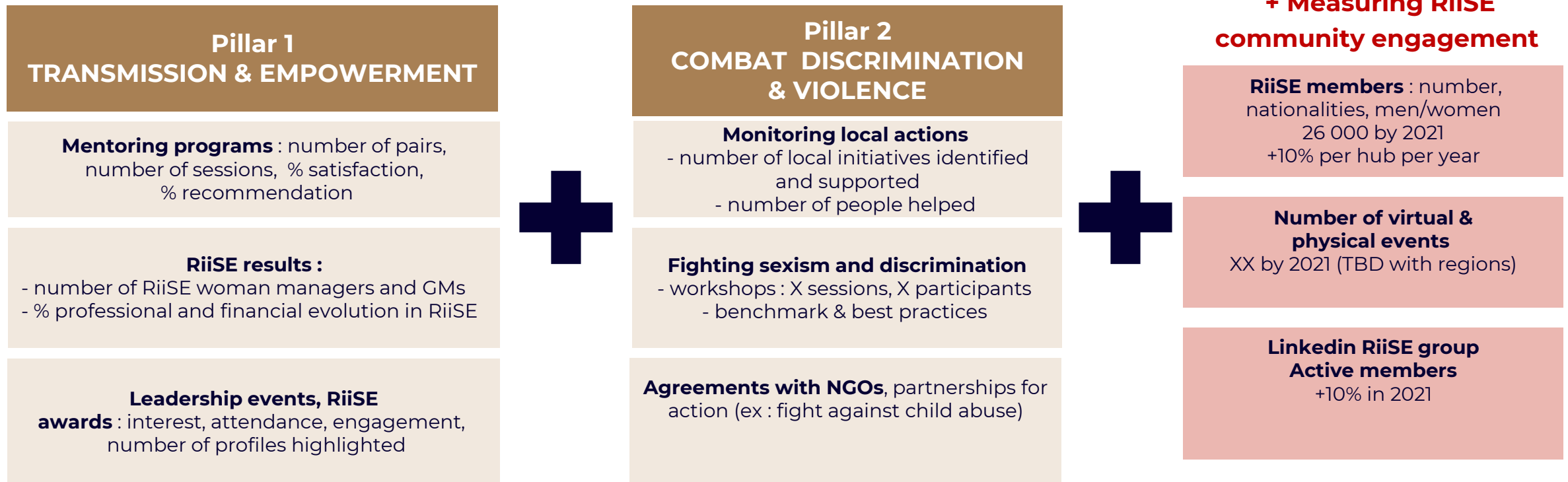


## 2021 RiiSE KPIs

*RiiSE contributes to hitting group targets through measurable RiiSE actions*

Group Diversity & Inclusion Targets	Executive Committee  30% by 2022 40 % by 2025	N-1 Comex Head offices & Hubs (Senior leadership)  40% by 2022 45% by 2025	Hotel General Managers global and per segment  35 % by 2020-21 40% by 2025	Gender Equal pay  Target : Equal Pay between men & Women by 2020-2021	Tool : Integrity line  HR vigilance On number and nature of alerts
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### RiiSE KPIs – supporting group actions & growing the network



***NEW** to be launched early 2021*

## EXPAND & EMPOWER the network

Welcome e-kit for new  
members

**Objective:** have a better onboarding for new members so that they can be informed, trained to play an active role at short term  
Sandra can share the one from NCA

Create tool box per  
Pillar

**Objective:** provide a solid content and guidelines for topics of each pillar

Pillar 1: Transmission & Empowerment: 1 tool box for mentoring...  
Pillar 2: tool box topic fight sexism, tool box to protect abused women...

Regular  
UPDATES posted on  
ACCORLIVE RiISE page

**Objective:** to make RiISE Page on ACCORLIVE a true mirror of actions and best practises, links of inspirational contents, RiISE stars of the Month in each hub TBC

Hub score card

**Objective:** each hub provides their kpis on one format once every six month related to budget follow up

## TRACK & MONITOR RESULTS

Annual Engagement  
Survey of the RiISE  
network  
(new in 2021)

**Objective:** collect hard and soft data (quantitative and qualitative) directly from each RiISE member. Monitor year on year progression of RiISE indicators consolidated at group level.



This is how your light changes the world. ❤️

