



ACCOR

*Recruitment  
Charter*

*Accor is a world-leading Augmented Hospitality Group offering unique and meaningful experiences in over 4,900 hotels, resorts, and residences across more than 110 countries. With an unrivalled portfolio of brands from luxury to economy, Accor has been providing hospitality savoir-faire for more than 50 years.*

**Beyond accommodation, Accor enables new ways to live, work, and play with food & beverage, nightlife, wellbeing, and co-working brands.**

To drive business performance, Accor's portfolio of business accelerators amplifies hospitality distribution, operations, and experiences. Guests have access to one of the world's most attractive hotel loyalty programs.

**Talent Acquisition** is a critical function within our Talent & Culture department since it is the first step towards creating a competitive strength for Accor. One of the most important decisions we make to ensure the success of our business units is who is hired to work in them.

In the context of the recruitment process, the Recruiter/Hiring Manager must base their decision only on objective elements related to the applicant's skills (technical or behavioural) and not take into account any subjective elements which could prove to be directly or indirectly discriminatory. The nature of Accor's activities engenders a completely decentralised approach to recruitment, based on basic ethical and methodological standards summarized in the below charter. These standards need to be in compliance with local labour laws and free from bias and discrimination.

As described in Accor's Diversity & Inclusion Charter, we are committed to welcoming, growing and supporting all employees equitably.

In 2003, Accor signed the **United Nations Global Compact** and we fully adhere to its ten principles, including those relating to human rights and labour rights. It is our intention to integrate these into the conduct of all our strategies and operational interventions.

**By adopting an international Group Recruitment Charter**, we set ourselves common ethical and methodological rules for our recruitment process, seeking efficiency, while at the same time ensuring equity and respect for the legal provisions in force.

**In order to support the access of women to senior positions**, we strongly recommend the drawing-up of short lists made up of an equal number of female and male candidates. For each applicant excluded from the shortlist, it is compulsory to provide an explanation based on skills.

**We will take all possible measures to diversify sources of recruitment.** For example, by forging close links with local and national bodies responsible for education, training and employment, with vocational training schools and higher education establishments, as well as with universities.

**As a member of the ILO Global Business and Disability Network** (International Labour Organization), we are committed to actively

supporting an initiative to help people with disabilities integrate and remain in employment. We ensure that this initiative is implemented in the countries in which we operate, in line with local legislation.

Having the right talent, in the right role, at the right time and place is fundamental to creating the best customer and guest experience and our overall business success. Accor's values are the foundation of our recruitment process: **Guest Passion, Innovation, Spirit of Conquest, Sustainable Performance, Trust and Respect.**

In addition to our values, our Employee Value Proposition (EVP) promises to our candidates and employees that they can **«Come as you are»**, and that employees will **«Work with purpose»**, **«Grow, learn & enjoy»** and **«Explore limitless opportunities»**

**We want that all our employees have an opportunity to grow with Accor across regions and functions.** We have a transparent and consultative talent development process which is accessible for all, therefore we first consider all qualified internal applications as a priority.

Applying for a position is the demonstration of the confidence the candidate has in Accor. The attitude held during the interview, the quality and the speed of the replies given, whether positive or negative, are key elements of our image as an employer.



# 1

## POSTING VACANCIES

**Recruiters and/or Hiring Managers are responsible for initiating the recruitment process by creating a job/requisition for a vacated position or a new role. Prior to publication of the opportunity, the Recruiter and/or Hiring Manager should ensure the following:**

- Authorization to recruit must be sought as per local laws, rules and regulations, and budgetary guidelines.
- All positions must have a clear, concise and effective job advertisement outlining experiences, skills and responsibilities to fully understand the role. The wording of the job advertisement must align with our Diversity & Inclusion Charter.
- The job advertisement must meet our Talent & Culture guidelines, be visually appealing and align with our Accor Group visual identity. Standard job advertisements are available.
- It is a best practice to use job titles that candidates commonly search for and avoid internal jargon. Salary information may also be included in the job advertisement as an attraction method should it be applicable in the context of the talent market.
- To support and ensure global consistency, Recruitment and Social Media Advertisements Templates have also been developed and respect should be given to this visual identity as well as the structure of the content.
- It is a best practice to post all available positions first internally and then externally. Respect to local laws and customs (i.e. agreements with unions) must be adhered to.
- All positions, regardless of the level, will be posted on our Accor Careers website unless an internal succession plan has been identified.

# 2

## CANDIDATES SOURCING AND SELECTION

Once applicants have submitted their application, they may be invited to complete an online selection assessment, if assessments are applicable to the role and location.

Accor's selection assessment tools have been designed to provide a consistent and efficient means to predict a candidate's probability of success and to determine if they fit to a specific role. This process will ensure to make a fair and defensible selection decisions based on talent data and not on discriminatory criteria such as religion, age, gender, political opinions, ethnic origin, union membership, etc.

Accor's Leadership Capability Framework is the foundation for the selection process. Based on the Framework, we have defined two different assessments depending on the leadership level of the position for which the candidate is applying to.

- **Talent Meter** applies to property level roles within the Future to Professional Leader levels. (These are often high-volume roles within our operations and are non-executive and non-corporate positions).
- **OPQ** applies to all corporate roles, and property level within the Executive to Inspiring Leader levels.

**Other local assessment tools** may also be used for dedicated recruitment purposes.

Training is available on how to properly use the online selection assessments and it is essential for all Recruiters to use these training materials to ensure they understand the tools.

**For franchised business units, Accor's Leadership Capability Framework and assessment tools are recommended.**

# 3

## CANDIDATES INTERVIEW

- Interviews will take place with qualified and pre-screened candidates. It is strongly recommended to consider a short list of an equal number of female and male candidates whenever possible, most notably for leadership positions.
- During an internal interview, the Recruiter/Hiring Manager should ask the internal candidate if they have informed their current manager of their application. If the internal employee is successful, the Recruiter/Hiring Manager will conduct a reference check with the internal employee's current manager to ensure support.
- It is a best practice that each recruitment interview involves at least 2 people and to have representation of both genders as part of the interview panel, most notably for leadership positions.
- Interviews can be scheduled either in person or via digital solutions (i.e. Skype).
- Given limited interview time, Recruiters and/or Hiring Managers must determine whether the candidate has the necessary skills for the role and ensure the candidate has sufficient information to determine whether the opportunity is a fit for them.
- Interview Guides aligned with the Leadership Capability Framework have been developed to facilitate the completion of required interviews for all position levels.
- In addition, Brand Fit Interview Guides have been developed with specific questions designed and validated by the Brand Leaders to determine fit to the brand.
- At least two references should be completed prior to extending an offer, even for internal moves.

# 4

## INTERVIEW FOLLOW-UP COMMUNICATION

- All applications will receive an automatic acknowledgement of application via our system.
- All applications must receive a response whether positive, negative or pending within two weeks.
- It is a best practice to:
  - For all negative responses, the Recruiter should send personalized feedback using the “regret template” available within the system. However, for those candidates who were interviewed in person, a notice of regret by telephone should be done prior to sending a regret email. For internal applicants, a regret by telephone is required.
  - In the case of internal recruitment, the Recruiter should make sure that the manager of the internal applicant concerned is fully informed of the situation before making any offer and liaise to mutually agree to a transfer date.
- When a position has been filled, it must be properly closed so it is no longer visible internally or externally on the career website. Any active candidates should be notified that the position is no longer available.

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### ABOUT PERSONAL INFORMATION

**Accor collects and processes candidate data to manage candidate accounts in accordance with the Company’s Personal Data Protection Charter.**





## SUPPORTING MATERIALS

**To support our Recruiters and Hiring Managers in their recruitment process, and as referred to in this Charter, the following support materials are available :**

- Standard Job Advertisement Templates
- Recruitment and Social Media Templates
- Selection Assessment Training Materials
- Leadership Capability Framework Interview Guides
- Brand Fit Interview Guides
- Data Protection Policy
- Recruitment Without Discrimination Practice Guide





## CONTACT

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