SPECIFICATIONS

RFP – Hotels' ESG Solution

ACCOR

Live Limitless

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1 RFP SCOPE

This section describes briefly the transversal requirements and the 3 functional lots of the RFP.

1.1 Transversal requirements [Mandatory]

Accor has transversal requirements (languages, user experience, SLAs…) **valid for all three functional lots below**. Bidders are expected to be able to meet all mandatory requirements described in this section.

1.2 Lot 1 – Hotels & sites ESG data collection and automation [Mandatory]

This lot describes Accor's needs regarding **ESG data collection and processes across all Accor hotels and sites**.

The bidder shall provide a solution that enables the collection, consolidation, and monitoring of ESG data through multiple input modalities, including manual data entry, bulk uploads, invoice-based extraction, and automated integrations with third-party systems.

The Solution must enable to implement Accor needs in terms of data quality process outliers detection mechanisms, validation workflows, automated alerts, traceability of data sources and modifications…).

The solution must cover **both environmental and social dimensions**:

- Environmental data: energy, carbon, water, food waste, waste management, and sustainability actions (including those specific to the hospitality sector and to Accor's strategic priorities, such as plastic reduction and sustainable food offerings)…
- Social data: headcount, diversity, gender pay gap, training, collective bargain …

A very important attention will be paid to the ability of the Bidder to automate a maximum of functionalities, in order to minimize the workload of hotels: a dedicated column will need to be answered by Bidders in the "Technical & Functional Requirements" Appendix.

1.3 Lot 2a – Hotels & sites ESG Performance [Mandatory]

This lot describes Accor needs on **dashboards to steer ESG performance at hotel(s) level**, useful for **different types of hotels' users** (hotel owners, hotel general manager, hotel sustainability manager …).

Dashboards must notably allow data completion progress and benchmark capabilities (across hotels within the Accor network, within the industry…) by specific thematic areas such as energy, carbon, water and waste, and on sustainability actions. It should also display the data

collected during the previous campaign to help sites track their evolution and reduce potential input errors.

1.4 Lot 2b – Real time energy and water steering [Optional]

This lot describes Accor needs on real time energy and water steering at site / hotel level. Accor expects in this lot to have a very granular energy and water data management at site level, which means a temporal granularity of hours or even minutes, so that a site/hotel can see the impacts of energy or water reduction actions.

The Bidders are expected to clarify if their solution enables to answer (partially or completely) features described in this lot. If yes, Bidders are expected to detail features covered by their Solution, and the associated costs.

1.5 Additional services to hotels

Bidders may propose additional services beyond the scope of this RFP — including, in particular, a service to optimize energy and water commodity or non-commodity costs for hotels. They are free to submit the corresponding financial offer in **Appendix 5 Financial Grid**, Tabs 1A and 1B.

1.6 Out of Scope

This RFP does not cover the following functional scopes:
- Extra-financial features (reporting, performance, disclosure at a consolidated level) -> this means that RFI Lot 3 is excluded from this RFP,
- Responsible Procurement / Procurement decarbonization,
- Scope 3 calculations (however, scope 3 data must be managed in the Solution).

2 PERSONA

The Solution will be used by lots of different populations, described below.

2.1 Hotels & sites

Hotels or sites users

Activities:

- Manual data entry in the Solution.
- Access to dashboards to follow and monitor the ESG performance of their site(s) or hotel(s).

Type of users among hotels that will access to the Solution:

- General Manager (GM): handle all ESG topics on top of other responsibilities,
- Assistant General Manager,
- Receptionist: handles 1 topic on which they are not experts,
- Room division manager,
- Engineer: handles topics on which they are experts,
- Hotel kitchen staff: may be the person in charge of reporting food waste data,
- Sustainability Manager of the hotel,
- Human Resource manager of the hotel or the site.

Hotels owners

Activities: follow the consolidated ESG performance of their scope of hotel(s).

The **total number of hotels & sites users** with such "hotel level access" is approximatively **10 000 users**. These users must be able to **connect to the Solution several times each month**.

2.2 Regions and Brands

Two types of users within Regions or Brands will access to the Solution:

Local Champions

Activities: has administrative rights on a consolidated scope of sites or hotels (per Region, Brand, etc.), notably in order to steer data completeness and quality on their scope of responsibility.

Vice President Operations (VPO)

Activities: follow the ESG performance of the hotels or sites in their scope of responsibility (per Brand, geography…).

The total number of users with "Region or Brand level access" is approximatively **230 users**. These users must be able to **connect to the Solution several times each month**:

- **Champions need to connect very frequently (possible several times per day)**
- VPOs will connect less frequently.

2.3 Corporate users

Three types of corporate users will access to the Solution:

Corporate teams

Activities: global access to ESG data in their scope of expertise (ex.: Carbon and Energy data, Water data, Waste data, HR Data, etc.), on all Accor sites & hotels, can have admin rights on a given set of functionalities.

Corporate PMO team

Activities: super administrative rights, ensure the level 3 functional support of the Solution.

Other Corporate users

Activities: read only data on their scope, ability to download associated data.

The total number of users with "Corporate" level access is approximatively **100 users**. These users must be able to **connect to the Solution several times each month**.

3 KEY FIGURES

3.1 Sites

The Solution should Collect data for **over 6000 hotels & sites** of:
- Different types:
    - o All Accor hotels (~5 600)
    - o Other businesses (~170): restaurants and services residence
    - o Headquarters & regional offices (~180),
    - o Trains and boats (~20)
- Different management modes (subsidiary, managed, franchised),
- Different status (open, closed for repairs, in development),
- Etc.

Regarding the geographical distribution of hotels (number of hotel per country), the relevant information is provided in Appendix 2 – Technical & Functional Requirements, under the "Data collection automation" tab.

The number of hotels is projected to grow at an **average rate of 4% per year**, and these forecasts are applicable for the duration of the contract period from 2027 to 2032.

3.2 Geographical scope

The Solution will be used **worldwide (~110 countries)**: the Solution must be reached with a very good level of performance and latency from all these countries (cf. SLAs section).

3.3 Organization

The Solution must enable to implement Accor organizational structure, as detailed below.

Example of hierarchy expected for sites & hotels
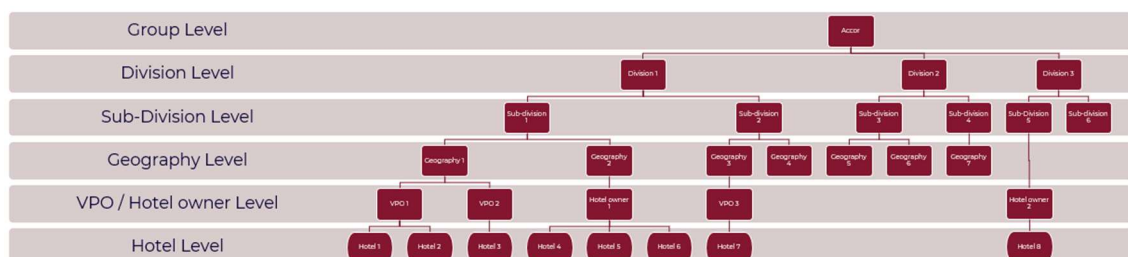
Number of children could vary a lot for each branch depending on the region, brand, etc... Basically, Accor expects 3 segmentations:
- Segmentation 1 is organized by brands,

- Segmentation 2 is organized by geography,
- Segmentation 3 has 2 sub-divisions independent from geography (based on portfolio).

Please note that:
- All sub-divisions are attached to a geographical scope,
- All geographies have VPOs to manage the area,
- Each VPO manages several hotels.

Example of hierarchy expected for users
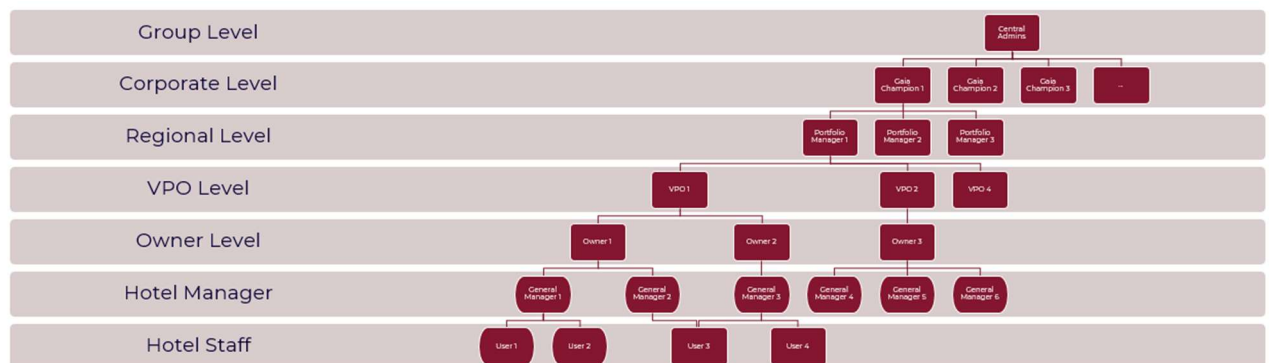
In terms of users' management, the Solution must allow each user level to manage the users from the below levels, according to their respective scopes. For example:
- A regional level can manage all users in his scope (e.g. Europe, France, etc.),
- A VPO can manage all users from his hotels,
- A General Manager should be able to manage all staff in his hotel(s),
- A user can be assigned to as many hotels as needed,
- ...

4 ARCHITECTURE

The technical and functional criteria of this part are categorized and numbered in brackets (e.g., [T-F12-4]). The bidder must provide a response to each criterion in Appendix 2 – Technical & Functional Requirements.

4.1 Simplified architecture

The main architecture principles envisioned for the hotels' ESG tool are the following:

- A **centralized tool** to collect all ESG data from sites & hotels,
- **Three main data collection methods** for sites & hotels
  - o Automated data integration
  - o Invoices (ex.: PDF automated reading)
  - o Manual (single data entry or bulk upload)
- **Regular exports from the hotels' ESG tool to Accor ESG Datalake** (based on Snowflake technology), at least at a monthly frequency, and with lots of granular ESG data to be exported (at site / hotel level, or at meter level when applicable).

The simplified architecture is summarized in the plan below:
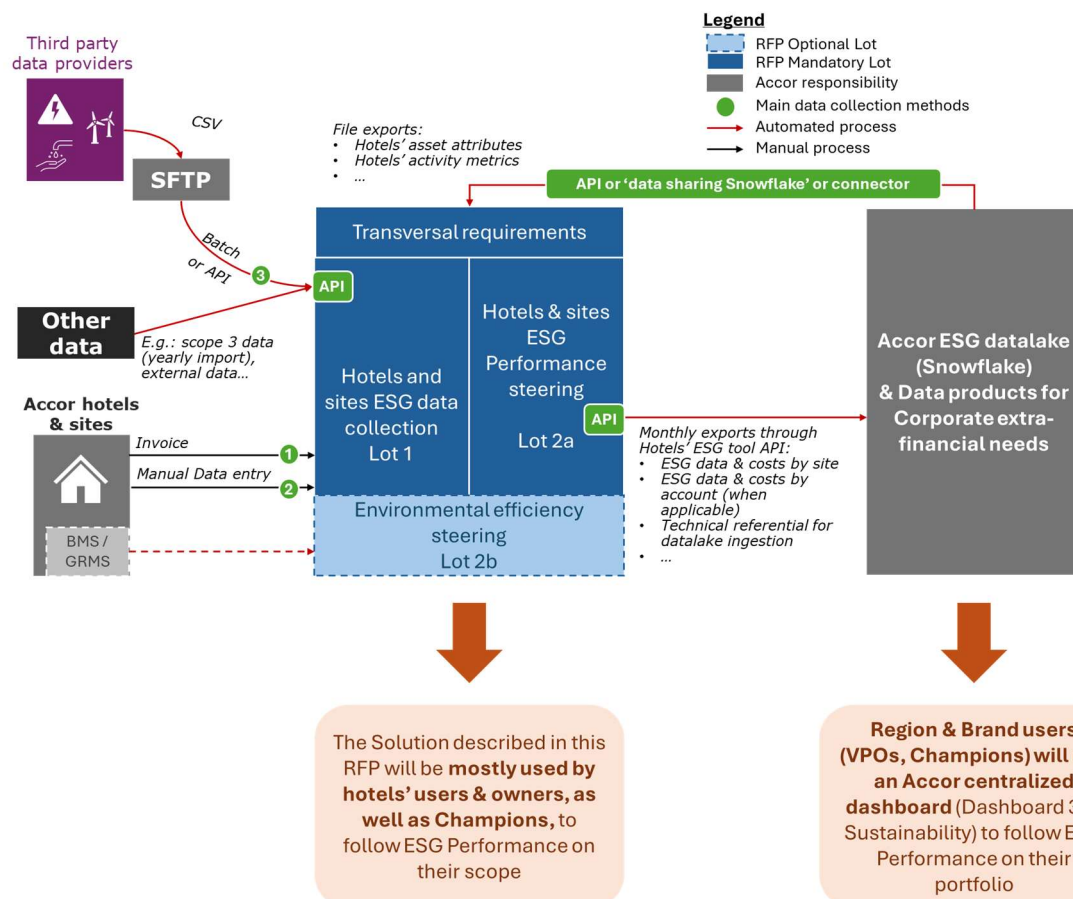
If appropriate, Bidder is encouraged to make any suggestion to optimize the above proposed architecture.

4.2 Technical Architecture requirements

The Bidder must provide information on:
- The technical architecture of its Solution and the full technical requirements to deploy its Solution,
- Hosting & architecture : [T-F8-1], [T-F8-2], [T-F8-3], [T-F8-4].
- Integration capabilities : [T-F8-8] [T-F8-21] [T-F8-25] [T-F8-26] [T-F8-27] [T-F8-28] [T-F8-40].

[T-F8-5] Accor doesn't want to deploy specific software or technical components on the user desktop.

Accor will privilege a solution which is:
- [T-F8-6] Cloud ready (microservices, containerization, API…)
- [T-F8-9] Scalable.
  - In particular, **the Solution must be able to handle a high number of simultaneous connections on a regular basis**, as each user type is expected to log into the platform several times per month to carry out their respective monitoring, reporting, and validation activities.

[T-F8-23] The bidder shall describe their approach and capabilities for downstream integration, specifically how data from the proposed solution can be exported and interfaced with the consolidation tool, including any available APIs or supported integration mechanisms.

[T-F8-24] The bidder shall explain their methodology and capabilities for integrating the proposed solution with existing ERP systems, including supported interfaces, data exchange mechanisms, and any recommended best practices for seamless integration. Where applicable, the bidder should indicate whether it is possible to interface directly with the ERP to, for example, retrieve invoices, or to connect with an HR ERP system.

5 FUNCTIONAL AND TECHNICAL REQUIREMENTS

The technical and functional criteria of this part are categorized and numbered in brackets (e.g., [T-F12-4]). The bidder must provide a response to each criterion in Appendix 2 – Technical & Functional Requirements.

5.1 Transversal requirements

This section presents the mandatory cross-functional features that the proposed solution must include, for all functional lots.

5.1.1 Global requirements

5.1.1.1 User experience & satisfaction

[T-F1-1] The Solution must be **user friendly, modern** and **intuitive for users**.

[T-F8-52] [T-F8-56] The Bidder will explain to what extent the Solution end-user interface can be **customized to align with Accor branding and user needs**.

[T-F1-2] [Optional] The possibility of **collecting user satisfaction and comments at any time integrated in the Solution (in-system support)** would be greatly appreciated (with the possibility for Accor to manage directly such surveys).

[T-F1-3] [Optional] The possibility of **pushing pop-ups on several topics** (technical incident, maintenance, deadlines, webinars and events…), **which can be specific to Region/Brand** would be greatly appreciated.

5.1.1.2 Users' devices coverage

[T-F8-17] The Solution proposed by the Bidder must be configured with **responsive design**, so that it is **accessible from any Internet browser** (from a computer, smartphone, or tablet).

[T-F8-15] The Bidder will detail which web browsers its Solution is compatible with.

[T-F8-16] The Bidder will detail if its Solution requires Plugins or extensions on web browsers.

5.1.1.3 Languages

The Solution must be available in the following languages:

- Mandatory (languages below are listed in descending order of use in the current solution):
    - [T-F4-1] English (US),
    - [T-F4-2] French,
    - [T-F4-3] Portuguese (Brazilian),
    - [T-F4-4] Chinese,
    - [T-F4-5] Spanish (ES),
    - [T-F4-6] German,
- Optional:
    - [T-F4-7] Arabic
    - [T-F4-8] Hindi
    - [T-F4-9] Turkish
    - [T-F4-10] The Bidder will detail other languages natively covered by its Solution.

5.1.1.4 Hotels/sites and users onboarding

[T-F5-1] The Bidder should clearly describe the process foreseen to onboard new hotels/sites and users and the requirements associated to this process. By onboarding, Accor means the first enrolment of an hotel within the Solution.
More specifically, the Bidder will explain if an interfacing with Accor ticketing management system ("Welcome Now", based on Service Now technology) must be implemented for onboarding and what are the requirements to onboard.

[T-F5-2] The Solution must enable to manage Purchase order with hotels during the onboarding process, with customization capabilities (e.g.: per Division or Brand). By 'managing Purchase order', Accor means the ability to send a Purchase order to a hotel from a specific Division or Brand, and the ability to manage the signature of this Purchase order.

5.1.1.5 Dynamic Site management

[T-F6-1] Due to the dynamic of site acquisition by Accor, the Solution should be able to provide an **automated mechanism to create and update sites based on Accor repository**. The repository update will consist of file sharing with the provider once or twice a month. The provider will find 2 separate files, one for asset attributes (all attributes qualifying a site: owner, management mode, etc.) and one for activity metrics (number of rooms available, number of guests, etc.).

[T-F6-2] To facilitate access of hotels' owners and portfolio users (e.g.: VPOs) to their scopes, a **hierarchical organization is required**. The bidder should provide the number of levels of hierarchy supported by the Solution. Changing hierarchical level in the Solution must be performed **automatically** when organizational changes are done at Accor level.

[T-F6-3] The Bidder will describe how the Solution can manage the fact that all sites / hotels don't always need the same functionalities (ex.: a hotel without a restaurant doesn't need to have access to the Food Waste module).

5.1.1.6 Dynamic User Management

The solution should implement dynamic user management.

[T-F7-1] The Solution must implement **dynamic user management** and **customizable admin rights** to accommodate changing hotel portfolios and scopes. A local administrator should be able to manage the users from his/her scope.
As an example:
- If a user is responsible for France, this user can create or update all users from France but will not have access to users from other countries.
- A General Manager in a hotel shall be able to manage the users from his hotel.

[T-F7-2] The Solution must allow dynamic assignment of sites based on different criteria (hotel owner, region, hierarchical level, country, etc.). The Bidder will describe how sites and roles can be assigned to a specific user.

[T-F7-3] [Optional] The Solution should enable super administrators to manage roles by themselves (ex. : create a new role, update the rights associated to a role, etc.).

5.1.2 Technical Requirements

5.1.2.1 Release management

The Bidder must provide information on:
- [T-F8-12] Patch and upgrade policies,
- [T-F8-2] [T-F8-42] Release management, Update frequency and maintenance
    - The Bidder must describe the release process to manage functional evolutions and releases: release management methodology, covering planning, UAT and regression testing, validation, and deployment steps.
    - The Bidder should also explain how its process minimizes operational risks, ensuring that new releases or updates do not generate incidents, regressions, or side effects for end users.

5.1.2.2 Performance & availability

The technical architecture of the Solution must enable performance and reliability.
The Bidder must provide information on:
- [T-F8-36] Response Time,
- [T-F8-10] [T-F8-11] Availability,
- [T-F8-14] Low bandwidth support,
- [T-F8-22] Performance,
- [T-F8-37] Performance Monitoring,
- [T-F8-38] Business Continuity and Disaster Recovery Plan,
- [T-F8-39] Stress Test.

5.1.2.3 Environments

[T-F8-13] Accor will request access to a **test environment** that should be **ISO production** in terms of functionalities and **refreshed on demand with production data**. This environment will be used to test and validate new features or configurations before going live. Such "test environment" must be different from "development environment".

5.1.2.4 APIs

[T-F8-7] The Solution should provide granular APIs to allow Accor to import data or repository information from the Solution to its ESG data lake. APIs should provide all required information to analyse and structure the data as pertained to the Solution:

- [T-F8-7.1] **Most granular level should be at least a month-hotel-commodity (and potentially-meter) key**,
- [T-F8-7.2] All data should be included as well as **relevant metadata** such as presence of proof, outlier workflow status, comments at datapoint level,
- [T-F8-7.3] Data catalog including list of streams, value lists, UOMs, sites & meters hierarchies etc should be available in a format that allows efficient data management (with unique immutable ids) with external Solution/repositories,
- [T-F8-7.4] Error logs and clear error messages from APIs must be available,
- [T-F8-7.5] API Documentation should be available and updated as regularly as possible,
- [T-F8-7.6] APIs should be available on a test server,
- [T-F8-7.7] API to manage users and their scope would be helpful.

5.1.2.5 Automation

[T-F12] In case Accor needs to automate some parts of its processes and when provider is not in position to provide solution, Accor might develop some RPAs on his own to automate such process. As an example, Accor can create an RPA to automate user creation based on data provided on a ticket in Service Now.

5.1.3 Security and GDPR Compliance

5.1.3.1 Regulation compliance

[T-F8-29] The Solution must comply with applicable regulations (e.g., GDPR, ISO 27001, SOC 2).

5.1.3.2 Pen tests

[T-F8-33] According to Accor security policy, the Bidder must authorize Accor to perform Pen Test on its solution. If no, the answer will not be studied.

5.1.3.3 Authentication

[T-F8-18] The solution should support Single-Sign On, the bidder will detail which protocols are accepted and if multiple identity providers are supported.

[T-F8-19] The Solution should support authentication using Entra ID as identity provider. User will be identified by the Object ID in Accor Active Directory. Accor can grant the right to get the Object ID using a graph request using an email to make it easy to create users.
Automatic provisioning of access and perimeters based on Accor Active directory will be a must.

[T-F15] [Optional] In addition, an additional authentication mechanism using login and password, reinforced with MFA, would be appreciated to facilitate access to users outside of Accor network.

[T-F8-20] The bidder shall indicate whether its solution supports SCIM provisioning.

5.1.3.4 Data management

The Bidder must provide information on the mechanism in place to ensure security of the solution, and the data managed in its solution:
- [T-F8-30] Access management,
- [T-F8-31] Data Encryption,
- [T-F8-32] Monitoring & auditing of the user access and actions for traceability purposes,
- [T-F8-34] API & File exchange
- [T-F8-35] Data segregation,
- [T-F8-50] Data Archiving and Retention,
- [T-F8-51] Data Reversibility.

5.1.4 Sustainability requirements

5.1.4.1 Environmental footprint of the service

[T-F17-1] The Bidder is expected to provide information on the environmental footprint of its service, i.e. the **annual footprint (in CO2e/year) associated with the annual usage of the licenses subscribed by Accor**.

[T-F17-2] The footprint must be complete and cover all scopes (Scope 1, 2 and 3). The Bidder will detail the scope / activities covered by the estimated carbon footprint for Accor.

[T-F8-59] According to Accor strategy around Sustainability and its worldwide deployment, the Bidder must detail which **actions and processes** are in place **to ensure the software is eco-designed**. Please give examples of concrete realizations.

5.1.4.2 Solution accessibility

[T-F8-53] The Bidder is expected to provide information on the accessibility of its Solution (according to standards such as WCAG, RGAA…), ideally by referring to audit certifications.

5.1.5 Use of AI to leverage Accor stakes

[T-F8-58] The Bidder will detail in its answer how the use of AI can leverage Accor stakes. For AI-enriched functionalities, the Bidder will clearly describe the advantages for Accor (for the usage of the Solution, or for its Sustainability transformation), and the underlying AI technologies used.

Example of possible AI functionalities to improve the usage of the Solution:
- AI to suggest hotel tasks (missing data entry, etc.)
- AI to improve data collection (data extraction from invoices, EAC…),
- AI to improve data quality (identification of outliers, etc.),
- AI to improve carbon modeling (identification of emission factors…),
- AI for action plan support
- AI for ESG forecasts,
- AI for end-user support,
- AI for dashboards design and data analysis,
- AI for detecting if personal information (name, first name, email, ID, …) are included in the social proof point uploaded by hotel/site, and alert or even reject

Example of useful use case for Accor Sustainability transformation:
As part of Accor's Sustainable Food Policy, the group has committed to offering 50% vegetarian dishes on menus by 2030. To support this goal, hotels are required to calculate and report the percentage of vegetarian dishes based on their menus.
- *The percentage is based on the menus items of the hotel's restaurants.*
- *The formula for this calculation is: Vegetarian dishes in menus (%) = (vegetarian starters and main courses) / (total starters and main courses). Breakfasts are excluded.*
- *The percentage and the calculation excel template must be filled and submitted at least twice per year.*

To address this challenge, AI solutions are explored by Accor to automate the calculation of vegetarian dish percentages, by analysing photos or PDFs of menus. This would save time for hotel teams, ensure data consistency, and improve reporting accuracy.

5.2 Lot 1 – Hotels and sites data collection and automation [Mandatory]

The technical and functional criteria of this part are categorized and numbered in brackets (e.g., [L1-F12-4]). The bidder must provide a response to each criterion in Appendix 2 – Technical & Functional Requirements.

5.2.1 Data types & frequency

The Solution is expected to collect various environmental and social data from various sources and to **enable a maximum of automation on all required functionalities**.

5.2.1.1 Environmental data

[L1-F1-1] Table below lists the different types of data that must be collected through the Solution and the associated **collection frequency, which is monthly for lots of data**:

Topic	Type of data collected	Scope	Reporting frequency
Site location	GPS coordinates of sites	All	1 x year
Site information	Presence of pool(s), restaurant(s), room equipment…	All	Monthly
Activity Metrics	Sold room, occupied room, number of guests, available room… Data sources: Accor ESG datalake (ODP)	All	Monthly
Energy (scope 1 & 2)	Site consumption data (collection of purchased consumption, on-site consumption and green energy), cost, attachments	All	Monthly (exception: combo hotels*)
Green Energy	Associated specifications are detailed in Annex	All	from monthly to biannual, depending on collection methods
Carbone (scope 3)	Hotels' answers on carbon (qualitative questions)	All	1 x year (mid-December/ January)
Water	Site consumption data (collection of purchased and on-site consumption), cost, attachments	All	Monthly (exception: combo hotels*)
Waste	Waste measurements (recycled, reused,…)	All	Monthly (exception: combo hotels*)
Food Waste	Number of F&B covers and volume of food waste (on the basis of which the ratio is calculated)	Hotel with restauration services	Monthly (exception: combo hotels*)
Sustainability Actions (including plastic)	Hotels' answers on SA and plastic+ attachments	All	Monthly

For whom the data comes from the parent

The detailed list of data is provided in **Appendix 14.**

[L1-F1-2] Please note that **it is expected to recover cost information for energy and water data**. The Solution must be able to **manage the different currencies** in all the countries where Accor operates.

5.2.1.2 Social data

[L1-F1-3] Accor expects the Solution to manage the collection of **social data** across all Accor sites & hotels. Social data is composed of **3 categories of data**:
- Human resources data,
- Human rights, diversity, solidarity, and inclusion data,
- Social care and Impact.

These social data must be collected **annually or biannually through surveys**.

Zoom on human resources data

HR data is structured through the following categories:

- Population structure(*)
- Mobility(**)
- Training
- Working conditions
- Adequate wages

… and the following subcategories:

- Workforce by gender and status,
- Workforce by seniority brackets,
- Workforce by status and age groups,
- Workforce by contract type and gender,
- Direct workforce and temporary workforce,
- Workforce working on hotel premises and employed by subcontractors / service providers,
- Workforce with disabilities,
- External recruitment by age group,
- Departures by reason,
- Training hours by training organizations,
- Training hours by gender,
- People trained at least once,
- Absence days,
- Work and commuting accidents,
- Number of hours worked,
- Fatal workplace accidents,
- Professional diseases,
- Collective bargain,
- Adequate wages **(based on country),**
- Gender pay gap.

(*) Population structure should be either completed by the hotel/site or from the data feed from our two Accor core HR platform: Hero (built on PeopleSphere solution) and OneHR (built on SAP SuccessFactor), to prepopulate the information

(**) Training information should be either completed by the hotel/site or from the data feed from our Accor HR platform: Hero(built on PeopleSphere solution)

Zoom on Human rights, solidarity, diversity, and inclusion data

Data is structured as follows:

- **DEI**

  - Overall DEI rate (Self-declaration on Engagement Survey),
  - % DEI Training accomplishment (L&D calculation).

- **Women:**

  - Women VP & Above (Data from OneHR - built on SAP SuccessFactor -),
  - Women in management Committee,

- o   Women GM (Hotels: yes/no),

- o   Gender Pay Gap (Calculation Comp&Ben),

- o   Implementation of Gender Based Violence Toolkit containing information for guests (Hotel: yes/no + Brand Standard),

- o   % of Women in leadership programs (L&D calculation),

- o   % GBV Training Accomplishment (L&D).

- **Disability/Accessibility:**

  - o   Number of people with disabilities (Engagement Survey),

  - o   Implementation of Accessibility Self-Assessment (Hotels: Yes/No + Brand Standard),

  - o   Labeling Tourism & Handicap (HotelsFrance),

  - o   Accessibility Training Completion rate (WIP L&D calculation).

- **Social Elevator**

  - o   Management without further education (Self-Declaration / Engagement Survey).

Zoom on Social care and Impact data

Data is structured as follows:

- Number of impact projects supported by a hotel,
- Number of project beneficiaries,
- Type of impact (environmental, social, human rights, local development, etc.),
- …

Accor reserves the right to add additional indicators during the tool configuration phase or at any point in the future.

5.2.2 Data collection and automation methods

The Solution must enable data collection through three possible ways: automated data integration, invoice-based data extraction, and manual data entry.
Accor current strategy is to prioritize at maximum any available automation in order to lower hotels' workload. Right after data collection automation, the invoice-based data collection shall be prioritized (here again in order to optimize hotels' workload).
On top of hotels' workload optimization, both data collection modes ensure higher data traceability, consistency, and reliability, while significantly reducing the time and administrative effort required from hotels.

5.2.2.1 Automated data integration from third parties

The Solution must be able to integrate a maximum of data from third party data providers, in order to lower the workload on hotels and sites side.

This leads to the following requirements:

- [L1-F4-1] **Accor technological stacks (through batch or API)**: currently, several ESG data providers push ESG data in standardized csv templates through an **SFTP managed by Accor**. The data then needs to be pushed to the Solution either through batch import or through API. A description of current data providers is provided in section 8.1.18.1.1 (data providers which cover a large number of hotels are prioritized).

- [L1-F4-2] In case of an automated data integration, as much as possible and within the limits of legal constraints, **hotels and sites should not need to individually sign an LOA** (Letter Of Agreement) with the Solution Provider to authorize data transfer.

- The **capacity of the Solution Provider to manage dedicated connectors to accelerate data collection is highly expected** (energy distributors, brokers or suppliers, water data providers, waste data providers…) In its answer, the Bidder must:

  o [L1-F4-3] **Provide the list of available connectors and the countries & types of data providers** covered. Bidders shall detail their data collection automation capabilities in *Appendix 2 – Technical & Functional Requirements*. In the "Data Collection Automation" tab, bidders must indicate the automation coverage rate (in %) by data type and by country, based on the suppliers listed in the "Accor Suppliers" tab.

  o [L1-F4-4] **Explain how data retrieved from invoices scrapping (from energy providers interface) are managed,** and especially how invoices covering several months are handled.

- [L1-F4-5] Accor data lake (based on Snowflake technology) through dedicated connector. Indeed Accor data lake centralizes data from various Accor tools such as Accor EPM (OneStream, including activity data such as occupied rooms, number of guests, etc.), tools to manage owner & VPO information (WeMax), establishment data repositories (MEGA, Tars), Property Information Management system (PIM). Some data will need to be pushed to the Solution regularly.

- [L1-F4-6] [Optional] GRMS (Guest Room Management System), BMS (Building Management System) or EMS (Energy Management Solutions). At least an API connection must be available to connect to BMS/GRMS if not provided natively. Accor has already referenced different solutions usable by hotels, which are:

  - Interel (Smart thermostat+ GRMS),
  - Schneider Electric (Smart thermostat+ GRMS),
  - Lutron (GRMS),
  - JCI (GRMS),
  - Honeywell (GRMS),
  - Assa Abloy (GRMS for refurbishment only),

- Signify (GRMS),
- Agrid « BMS light » solution.

- Ability to collect all the following types of data (with the ability from Accor Corporate teams to modify the associated data if needed):
  - [L1-F4-7] Climate data such as Heating Degree Days (HDD) & Cooling Degree Days (CDD) to be collected at least monthly, based on hotel locations.
  - [L1-F4-8] Cornell Hotel Sustainability Benchmarking (CHSB) and Carbon Risk Real Estate Monitor (CRREM) provides external benchmarks.
  - [L1-F4-9] SBTN (State of Nature Water layer): provides Water stress zones.
  - [L1-F4-10] WWF (World Wildlife Fund) data.
  - [L1-F4-11] WRI (World Resource Institute) data.
- [L1-F4-12] Welcome Now/Service Now: support tool hosting current hotel onboarding process & user access requests.
- [L1-F4-13] Other tools collecting data from IoT (such as food waste management tools managing data from connected bins & weighing systems).

The solution shall include a dedicated dashboard to help corporate users monitor the progress of environmental and social data collection. The detailed specifications of this dashboard are described in Lot 2a.

5.2.2.2 Data collection through invoices

[L1-F2-1] The Solution must enable to **upload ~15000 invoices (energy or water) each month from hotels**: the Solution must read automatically these invoices uploaded by hotels.

[L1-F2-8] [Optional] The solution should integrate with an external system to automatically collect invoices. Bidder can describe the approach and technologies used to enable this integration. The solution should enable users to manage their own meters.

[L1-F2-8] [Optional] The Solution shall enable to upload other types of invoices (eg.: waste). The Bidder will explain what types of invoices (other than energy & water) can be automatically uploaded and processed.

[L1-F2-3] The Solution must enable to create automatically a new meter (energy meter, or water meter) when an invoice associated with a new meter is uploaded.

[L1-F2-2] The Solution is expected to be able to **allocate data at least on a daily prorata basis for invoices that span several months** (e.g. for a consumption period from 12/02/25 to 28/03/25, 35% is in February, 65% is in March).

[L1-F2-7] The Solution must enable to **retrieve costs information** from invoices, on top of energy or water data.

[L1-F2-4] The Solution must provide a **workflow to follow invoices integration process**, so that hotels can be aware of the status of each invoice, understand if some invoices are rejected, and be informed of additional actions that may be expected from them.

It is expected from the Bidder to give details on the way invoices are integrated (AI, RPA, OCR…) and to detail the process in case an invoice is incorrectly read.

It is expected from the Solution to **propose a Preview mode**, that the hotel user would need to approve (and possibly edit data in case of error) before data is integrated in the Solution.

[L1-F2-5] The Solution shall provide statistics on invoices processing (average / median treatment delay, percentage of rejected invoices…).

[L1-F2-6] More specifically, the Solution must support invoice readings of regional specific invoices format, configurations and languages. For instance,
- Invoices in China (some invoices only provide cost data: how does the Bidder envision to tackle this issue?).
- In some countries such as Poland, there is a distinct invoice for the supplier of the commodity and the distributor: is the Solution of the Bidder able to manage such geographical specificity?

5.2.2.3 Data collection through manual data entry

The Solution must enable:
- [L1-F3-0] Users to enter manual data, for all types of ESG data.
- [L1-F3-1] Different users to enter different units of measurement for a same type of data, with an automatic conversion from the Solution to a single unit of measurement
  - Illustration for waste: hotels must be able to enter data in kg, pounds, m³, liters, etc., and ultimately, based on conversion ratios implemented in the Solution, everything is in kg.
- [L1-F3-2] Mass imports (through bulk uploads), for users with admin rights (e.g. support level 2 & level 3).
- [L1-F3-3] To upload attachments as proof for each data point, and to add comments (e.g. to justify outlier data).
- [L1-F3-4] To overwrite manual from another more reliable source (ex.: invoice, automated data transfer from an external provider).
- [L1-F3-5] [Optional] To display calculated 'streams' during manual data entry. The Bidder will explain if its Solution enables to display custom calculated streams (ex.: g/cover for food waste) directly when a user enters manual data entry.
- [L1-F3-6] To **collect data through surveys** (e.g. Scope 3 survey, HR data survey). Accor requires the following functionalities:
  - Customizable collection frequency per type of data,
  - Option to have surveys with conditionality,
  - Option to save draft responses and perform a final submission once the data entry is complete.
  - Capacity to monitor hotel answers,

- Capacity to enable users to download supporting documents as evidence,
- User access and role management, allowing differentiated permissions for creation, validation, modification, and submission according to user profiles and geographic zones (inc. ability for some Accor users to have admin access).

5.2.3 Auditability

[L2-F18-2] The Solution must ensure a high level of traceability and auditability, including tracking changes, data sources (including knowing which user entered which manual data), evidence, comments, and other relevant elements (non-exhaustive). Also, regarding traceability, information related to the lifecycle of meters (creation date, deactivation date, source of deactivation request) needs to available.

5.2.4 Data quality process

Ensuring the accuracy, reliability, and consistency of ESG data is a critical requirement for Accor. The Solution must include robust data quality management features to guarantee that all reported information is traceable and trustworthy. To achieve this, the Solution should combine multiple functionalities addressing different aspects of data quality:

1. Data quality checks,
2. Validation workflow for anomalies,
3. Data quality dashboards,
4. Data lifecycle management.

The illustration below details the expected data quality process:
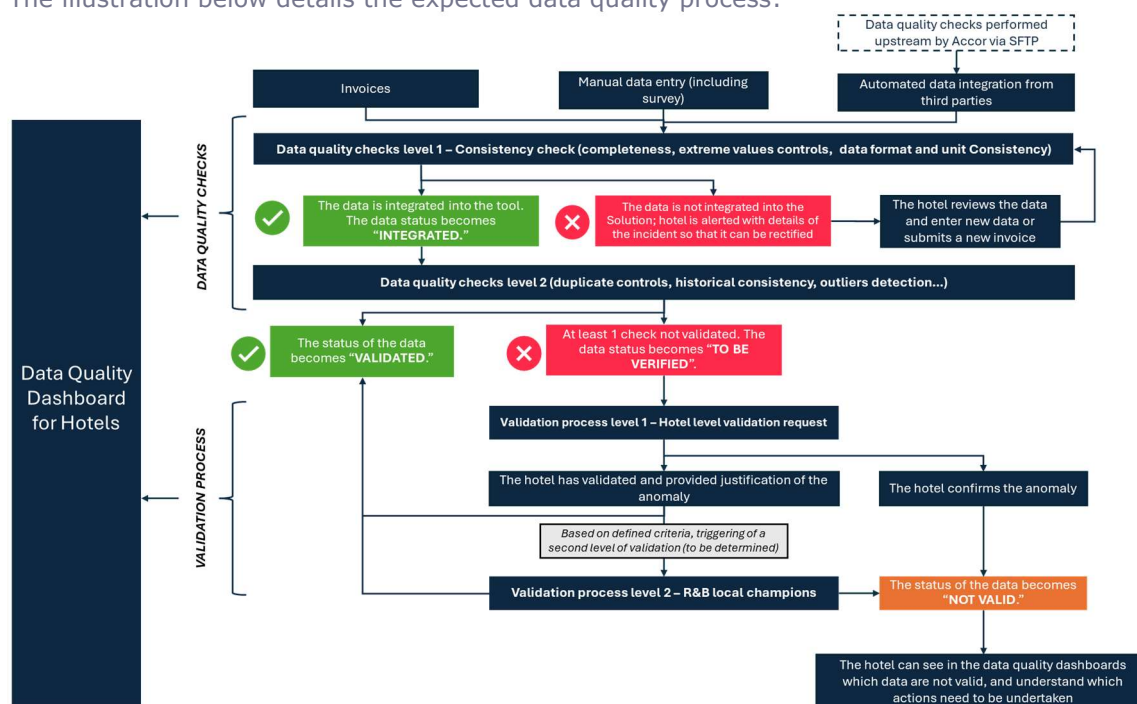
5.2.4.1 Data Quality checks

The Solution must provide robust data quality management capabilities to ensure the accuracy, consistency, and reliability of all data collected, regardless of the data source or method of ingestion (manual input, bulk import, automated feed, or invoice extraction). The Solution should automatically perform comprehensive data quality checks across all data and entities, as described below.

Data Quality checks level 1 (those that allow the integration of data into the Solution)

[L1-F5-1] Data completeness
The solution must be able to **identify and flag the presence or absence of data**. It must clearly distinguish between a zero value (valid data point equal to 0) and missing data (absence of information or data not reported). This distinction should be reflected in the Solution interface (e.g.: quality indicators, data flags) and a metadata must enable to retrieve this information for each datapoint, through the Solution API.

[L1-F5-2] Data Format and Unit Consistency
The Solution should verify that data values **comply with expected formats and units**. It should support integration and normalization of data expressed in different formats and measurement systems (e.g., water consumption in gallons or litres), acknowledging that units may vary by country, by data source or by user. The Solution must include conversion and validation mechanisms to ensure comparability and standardization across datasets. Specific controls must also apply to invoice data, ensuring that number formats, decimal separators, and text encodings are consistent with defined standards.

[L1-F5-3] Threshold Validation (Min/Max Controls)
The Solution must be capable of verifying whether data values fall within predefined acceptable thresholds (minimum and maximum), based on configurable criteria such as hotel type, region, or operational characteristics. Thresholds must be customizable and adjustable by functional administrators of the Solution, at different levels when needed (global, per country, per region, per segment, potentially per hotel).

Data Quality checks level 2 (checks performed once the data has been integrated into the Solution)

[L1-F5-4] Duplicate and Uniqueness Controls
The solution must automatically identify and flag potential duplicated data. This includes detection of duplicated meter codes, hotel identifier (HCODE), or repeated data entries for the same reporting period.
The Bidder shall note that it shall be impossible in the Solution to have 2 hotels with the same hotel identifier (HCODE), or 2 meters with the same number for a given hotel: uniqueness controls must enable to avoid such cases.

[L1-F5-5] Historical Consistency Check

Data values must be analysed and compared with historical data for the same site. The system should automatically highlight anomalies when significant deviations occur (for example, an increase greater than 300% compared to previous years). This functionality constitutes a relative control mechanism, and shall enable to trigger alerts based on historical variance.

[L1-F5-6] Cross-Data Consistency and Summation Controls

For some datasets, additional logical checks are required. The system must support cross-verification of totals, ensuring that all data correctly aggregates to the total value.

For instance for human resources: the aggregated sum of headcounts per gender must match the aggregated sum of headcounts per contract type.

Outliers detection

[L1-F5-7] Once a significant number of hotels/sites provides data, the system should detect for the same brand and same area, any outliers.

[L1-F5-8] For HR Data, outlier detection is based on an interquartile range (IQR) approach. The median and quartiles (Q1, Q3) are calculated, and the IQR is defined as Q3 – Q1. Thresholds are determined as [Q1 – k×IQR ; Q3 + k×IQR], where k is set to 1.5 for outliers and 3 for outrageous figures depending on the required tolerance level. Values outside these thresholds are considered atypical or potentially inconsistent and require review by regional stakeholders. To ensure that inconsistency detection is not affected by the size of the hotel, all indicators are prorated based on the number of rooms.

5.2.4.2 Validation Workflow for Anomalies

[L1-F6-1] The Solution must enable to implement a **two-level validation workflow to manage detected anomalies (with flexibility to adjust the process when needed)**:

- Level 1 – Hotel-level validation: hotels need to confirm if the detected anomaly is indeed an anomaly, or if the data is accurate. In case the data is accurate, the hotels must provide justification and supporting documentation (attachments, comments).
- Level 2 – Second level validation (Hotel GM, Regional or Brand-level validation): under specific conditions (to be defined), an escalation to confirm the hotel validation may be required.

[L1-F6-2] In order to help users in validation process, the Solution should display the previous period's value (N-1 or previous month) for comparison, helping for decision.

[L1-F6-3] The Solution must be able to trace all actions (from hotel, local champions…), for auditability purposes.

Requirements regarding dashboard dedicated to monitoring data quality and validation processes are described in Lot 2a.

5.2.5 Metadata Management

[L1-F7-1] Water and energy meters must have the option of a start date and an end date, with no possibility of entering data (either manually or automatically) outside these dates. The absence of data outside these dates should not be considered as missing data in the data completeness analyses.

[L1-F7-2] The solution must be able to manage, for each data point, an associated metadata field indicating the method of data collection. For example, this metadata should specify whether the data was obtained through invoice-based extraction, manual data entry, or automated data integration (potentially specifying the data source: Enedis, GRDF, etc.).
This functionality is essential to ensure full transparency and traceability of data sources, facilitate quality checks, and support the progressive shift toward a more automated and reliable data collection process.

[L1-F7-3] Additionally, the mode of data acquisition and the source should be identified (e.g., invoices, manual data, data collected from a third party).

[L1-F7-4] The data lifecycle must be traceable. It must be possible to know the status of each data point, such as:
- Integrated,
- To be verified,
- Verified.

[L1-F7-5] Each individual data point must be associated with a metadata describing the nature of the data (e.g.: measured, billed, estimated).

[L1-F7-6] The solution must allow the creation and management of custom metadata to be able to add any hierarchical or analytical classification relevant to reporting and aggregation.

[L1-F7-7] All metadata of each data point must be fully retrievable from the Solution API.

5.2.6 Carbon modeling

[L1-F8-1] The solution must support the calculation and management of greenhouse gas (GHG) emissions in alignment with the GHG Protocol standards. **Hotels and sites are responsible for entering activity data related to Scope 1 and Scope 2 emissions**.
Reminder: Scope 3 data will be collected and modeled externally before being reintegrated into the tool for consolidated reporting.

[L1-F8-2] The tool shall include an **emission factor database** to automatically convert activity data into CO2e values.

[L1-F8-3] Conversion must support **both location-based and market-based methodologies**, depending on the type of energy source and reporting requirements.

Accor requirements include:

- [L1-F9-1] **Granularity of emission factors**: The solution must manage detailed emission factors with varying levels of complexity and precision, particularly for electricity and district heating networks (at city or energy provider level).
- [L1-F9-2] **Market-based approach**: The tool should be capable of capturing the emission factor (EF) indicated on an energy invoice, integrating on-site and off-site renewable energy production, and managing **Energy Attribute Certificates (EACs)**.
- [L1-F9-3] **Emission factor assignment**: The tool must allow the definition and administration of EFs for each hotel, including the ability to assign specific values per network or supplier.
- [L1-F9-4] [OPTIONAL] **Governance and validation workflow**: The solution must enable a **multi-level validation process for emission factor management**. For example, a hotel may propose an emission factor, which can then be reviewed and validated by a **Champion** or **Sustainability Leader**, with up to three hierarchical levels of validation.

Overall, the system should ensure accurate, transparent, and auditable carbon accounting, while maintaining flexibility to adapt to evolving emission factor methodologies and data governance rules.

5.2.7 Specific needs

[L1-F10] **Accor Combo hotels**
Some Accor hotels can share a space or utilities with either other Accor entities (ie. Accor hotels, Accor restaurants) or non-Accor entities (ie. Shops, non-Accor restaurants & bars).
In this case, the hotel or Regional Champions can declare the hotel as combo and provide related information to configure the combo (type of combo, commodity/facilities shared etc). A "parent" hotel is defined and is responsible for entering the combo's total consumption & answers on shared streams.

The Solution must be configured so that the **default total allocation is distributed equally among the different hotels** and so that the sum of the percentages decided by the hotel cannot exceed 100%. The system must give the hotel the option of either applying the same default percentage at all times, or being able to modify it manually if necessary (for each specific stream).

The Solution must allow Accor to:
- Identify combo hotels of the 2 types (Accor x Accor and Accor x Non-Accor) and which commodities and/or facilities are shared.
- Define & run a combo configuration process for all data types (energy, water, food waste, waste, sustainability actions, human resources). The combo configuration is data specific (it applies to some ESG data, but not all).
- Ensure all Accor entities part of the combo can access their accurate data.

- Conduct automatic quality controls/alerts for users to ensure the addition of allocation % equals 100% in the case of combo between Accor entities.

In its answer, the bidder will describe how the combo hotels will be implemented in the Solution.

What is a combo hotel ?
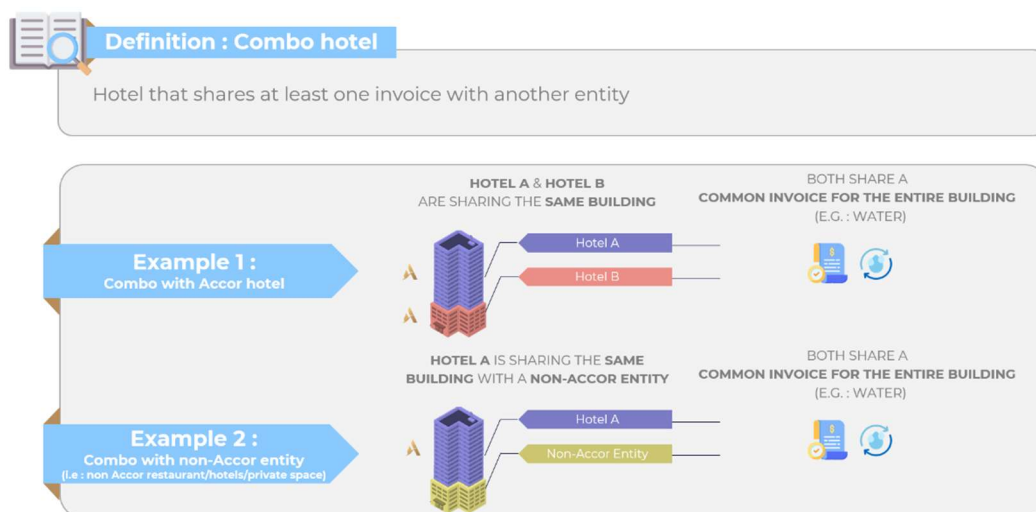
[L1-F11] **Sites with numerous meters or sub-meters (20+)**
Some Accor sites manage numerous utility meters (and possibly sub-meters) on their premises. It is generally the case for hotels managing independent units such as apart-hotels, owners managing multiple villas.
The Solution must not limit the number of meters / sub-meters followed per site (if there is a limit, the Bidder must explicit the maximum number of meters / sub-meters manageable per site).

5.3 Lot 2a – ESG Performance steering at hotel & sites level [Mandatory]

The technical and functional criteria of this part are categorized and numbered in brackets (e.g., [L2-F12-4]). The bidder must provide a response to each criterion in Appendix 2 – Technical & Functional Requirements.

The Solution must include comprehensive dashboards designed to support sites and hotels in **monitoring and steering their ESG Performance, with benchmarking capabilities**. The Solution must provide dashboards for **two populations:**

1. **Hotels' users.**
2. **Hotel owners**, focused on portfolio-level analysis.

The following sections describe the expected dashboards for these 2 populations.

As a reminder, please note that Region & Brands users (VPOs, Champions) will not use in priority the Bidder Solution in order to have consolidated ESG dashboards on their portfolio, due to the existence of an Accor centralized tool (Dashboard 360) to follow ESG Performance at a Region / Brand consolidated level.

5.3.1 Dashboards for hotels

5.3.1.1 Landing page

[L2-F1] The Solution must provide a **standardized landing page** that appears when hotels log into the platform. This homepage should be **homogeneous across all hotels** to ensure a consistent and intuitive user experience, while enabling users to easily navigate within the solution. The landing page should facilitate quick access to the most relevant information through the various dashboards and provide **both reminders for required actions and a summary of the hotel's performance to date**, based on the data entered so far. For example, a dashboard could display key indicators such as:

- Water: -2% vs. last year
- Energy: +1.6% vs. last year
- Plastic: compliant
- Ecolabels: in progress
- Vegetarian dishes: compliant

Additionally, the system should allow the **aggregation of individual KPI performance into an overall score or rating**, should the project team decide, together with the SLs, to monitor hotel performance using a single, consolidated metric.

5.3.1.2 Environmental dashboards

Energy dashboard

[L2-F2] The graph shall present a comparative analysis of energy consumption and related costs over **two years (comparison of calendar years, or Year To Date),** displayed through a month-by-month visualization. The YTD comparison should not apply by default to the current month, but to the last month for which the hotel has data (M-1 or M-2).

It should enable users to easily compare performance between the two periods, showing the distribution of energy consumption by source (e.g., electricity, gas, renewable energy) and clearly highlighting year-over-year trends, variations, and seasonal patterns.

[L2-F3] Energy data must be traceable at the meter level.

Energy Normalization KPI

For energy data, a normalized KPI must be computed. Normalization is essential for hotels to accurately assess whether their energy consumption has genuinely decreased or increased, without the results being distorted by external factors such as warmer or colder years, occupancy variations, or other operational fluctuations. It provides a reliable baseline for monitoring efficiency improvements and setting realistic reduction targets.

[L2-F12-1] The solution must include the capability to calculate and visualize **normalized energy consumption** in accordance with the HRAE Weather and Normalization Standard **provided by the ASHRAE Weather Data Center**. This standard provides a methodology to adjust energy and water use data based on weather conditions and operational factors, allowing for fair performance comparisons over time — independently of climatic variations or structural changes in hotel operations.

[L2-F12-2] The solution must also be capable of **adapting the normalization model when structural changes occur** (e.g., renovation, change in building size, etc.) The bidder should specify how their Solution can handle such evolutions in the model.

To enable normalization, the following data (already available within Accor systems) must be used:
- Number of available rooms
- Number of rooms sold
- Number of guests

Additionally, the model must integrate exogenous factors, including:
- Heating Degree Days (HDD)
- Cooling Degree Days (CDD)

By combining these parameters, the Solution must automatically calculate normalized energy use (kWh per degree day, per guest, or per room sold) and provide graphical visualizations that show normalized trends over time.

Carbon footprint dashboard

The carbon footprint dashboard should provide a comprehensive and flexible view of emissions data across Scopes 1, 2, and 3, presented on a consolidated basis for the calendar year only. The dashboard should include:
- [L2-F6-1] A clear indication of whether the hotel has directly responded to the Scope 3 survey or if the displayed data are extrapolated. This information must be visible somewhere within the dashboard interface.
- [L2-F6-2] A summary graph showing the total emissions for the selected year, enabling quick comparisons between different periods.

- [L2-F6-3] A detailed visualization of Scope 3 emissions, broken down by category (e.g., purchased goods and services, capital goods, fuel- and energy-related activities, etc.), with adjustable year filters.
- [L2-F6-4] A downloadable extract feature that includes all visualizations, along with clear mention of the reporting year.
- [L2-F6-5] A dedicated data table focused on Scope 3.1 — *Purchased Goods and Services* — showing total emissions by category or item.

It is essential that this dashboard be simple and accessible for hoteliers who are not climate experts. This dashboard must be able to contain key information that is easily usable, particularly for external requests: bank RFPs, certification, customers, OTAs, associations, etc. This dashboard should enable users to easily monitor and compare emission sources, ensure transparency on data origins (survey vs extrapolation), and facilitate reporting and analysis across different scopes.

Water dashboards

[L2-F4] The graph shall present a comparative analysis of water consumption and related costs over **two years (comparison of calendar years, or Year To Date),** displayed through a month-by-month visualization. The YTD comparison should not apply by default to the current month, but to the last month for which Accor has data (M-1 or M-2).
It should enable users to easily compare performance between the two periods and to clearly highlight year-over-year trends, variations, and seasonal patterns.

[L2-F10] The Solution shall enable hotel users to access a **visual dashboard** displaying water-related data at the **individual hotel level**, including at least:
- **Consumption intensity expressed in liters per occupied room**,
- Clear and dynamic visualization of trends and performance indicators.

[L2-F5] Water data must be traceable at the meter level.

Water Normalization KPI

[L2-F13][Optional] The same approach of normalization shall also be applied to **water consumption.** It its expected from the Bidder to explain in its answer if / how its Solution enable to implement Water normalization (how the model works, which are the exogenous data to model…).

Ecolabel dashboard

The Ecolabel Dashboard should provide a comprehensive, year-over-year overview of key environmental performance indicators at hotel level. It must also enable hotels to input and centralize all data required by the Green Key certification process, including water and energy consumption, carbon emissions, and volumes of waste and food waste.

It must include the following components:

1. [L2-F7-1] **Energy and Water Ecolabel Report (Table)**
   A yearly table summarizing total energy and water consumption, including:
   - Total electric power consumption (kWh),
   - Total district cooling consumption (kWh),
   - Total district heating water consumption (kWh),
   - Total natural gas consumption (kWh or m³, depending on the source),
   - Total water consumption (m³).

2. [L2-F7-2] **Carbon Ecolabel Report (Chart or Table)**
   A yearly report displaying the total carbon footprint per scope:
   - Scope 1 (direct emissions) – tonnes of CO_2e,
   - Scope 2 (indirect energy emissions) – tonnes of CO_2e,
   - Scope 3 (other indirect emissions) – tonnes of CO_2e.

3. [L2-F7-3] **Food Waste Ecolabel Report (Chart)**
   A monthly chart showing the ratio of food waste generated, expressed in grams of waste per cover (g/cover). This graph should enable monitoring of food waste reduction over time.

4. [L2-F7-4] **Waste by Category Ecolabel Report (Chart)**
   A visualization of waste management performance, displayed either monthly or yearly. The list of indicators to be visualized can vary over time, around 30 indicators will need to be consolidated. The Bidder will find below some examples of indicators to be consolidated:
   - Waste to landfill (kg),
   - Food waste collected for recycling (kg),
   - Cardboard collected for recycling (kg),
   - Green waste collected for recycling (kg),
   - Glass collected for recycling (kg),
   - Waste to energy (kg),
   - Waste sent to incineration without energy recovery (kg),
   - Other disposal operations (kg).

All dashboards must allow users to extract data and visualizations (tables, graphs),and must clearly indicate the associated reporting year. Units should be consistently displayed on each graph and table to ensure comparability and data integrity.

Foodwaste dashboard

The Food Waste Dashboard should provide a clear and flexible view of food waste performance, allowing users to analyze trends over time and across different organizational levels. It must include the following visualizations:

1. [L2-F8-1] **Food Waste Evolution Chart** – A graph displaying the evolution of food waste over time, shown either monthly or yearly depending on the selected filter. The metric should be expressed in grams per cover (g/cover) and ensure comparability between periods.

2. [L2-F8-2] **Food Waste by Zone Chart** – A monthly graph presenting the evolution of food waste quantities expressed in kilograms (kg).

Users should be able to filter the data by year. Units (g/cover and kg) must be clearly displayed to ensure data consistency and transparency.

Waste dashboard

[L2-F9] The Waste Dashboard should present a single comprehensive chart displaying the total amount of waste generated, either month by month or year by year. The visualization must include a breakdown by waste category, shown as a stacked or pie-style distribution to clearly illustrate the contribution of each waste type to the total. The categories should include, at minimum: glass, metals, crates and pallets, food waste collected for recycling, paper, chemical cleaning and gardening products, cardboard, plastic, other hazardous waste, construction and demolition waste, batteries, textiles, cooking oils, and kitchen fat and grease. All data should be expressed in kilograms (kg).

Sustainability Actions dashboard

[L2-F11] At the hotel level, the Sustainability Actions Dashboard shall provide each property with a clear and actionable overview of its own sustainability performance and compliance status (excluding plastic-related initiatives). The dashboard should allow hotel teams to visualize their progress for a selected year, distinguishing between compliant, non-compliant, and missing data points. It shall include an interactive action plan view listing all unanswered or non-compliant items, categorized by sustainability topic, to help the hotel identify priorities and plan corrective measures. Additionally, a thematic view should highlight the main sustainability streams requiring attention, enabling hotel users to focus on key improvement areas. This dashboard is intended for hotel-level monitoring and follow-up only, without comparative or aggregated analysis across other hotels.

Global dashboard on ESG KPIs

[L2-F32] The Solution shall enable to provide to hotel users useful **consolidated information on the ESG data of their hotel, in coherence with Accor top priority ESG KPIs** at Group level (cf. Annex 2 - Examples of ESG KPIs).

5.3.1.3 Social dashboards

The social data dashboards should provide a comprehensive and dynamic view of social performance across the organization. At least **three dedicated dashboards** are envisioned, for the visualization and monitoring of social data:

1. [L2-F14] **Human Resources Dashboard** – presenting key HR indicators such as headcount, gender balance, staff turnover, number of accidents, number of trainings and other workforce-related metrics. As an example, it should include the following visual components (non-exhaustive):
   - **Workforce Overview Chart:** A visualization showing the total number of employees, with a gender breakdown (female/male) to monitor gender balance and workforce evolution over time.

- **Women in Leadership Chart:** A dedicated chart displaying the proportion of women at Head of Department level and above, allowing tracking of gender diversity in leadership positions.

2. [L2-F15] **Human Rights, Diversity, Solidarity, and Inclusion Dashboard** – providing visibility on initiatives, KPIs, and progress related to diversity, equity, inclusion, and respect for human rights. As an example, it should include the following visual components (non-exhaustive):

   - **Human Rights Self-Assessment Summary:** A visual recap of the self-assessment completed by hotels (25 questions) to evaluate the implementation of human rights policy. This dashboard should offer both an aggregated view by region and brand, and a detailed view for individual hotels to identify progress and areas for improvement.
   - **Volunteering Hours Chart:** A visualization showing the total number of volunteering hours performed by hotel employees, with consolidation at hotel, regional, and global levels.

3. [L2-F16] **Social Care and Impact Dashboard** presenting the number of projects supported per hotel, including a breakdown by project type or theme (e.g., environment, social inclusion, human rights, local development).

Each of these dashboards shall provide clear, user-friendly visualizations and allow consolidated as well as property-level analysis.

5.3.1.4 Data completeness tracking dashboard

[L2-F17] The solution shall include a dedicated dashboard to help hotel monitor the progress of environmental and social data collection. This dashboard should provide a clear and intuitive overview of the reporting status, indicating which data are missing. It shall cover both quantitative data collection (e.g., environmental indicators) and qualitative inputs such as social self-assessments. This dashboard should include a "to-do" list of required actions for the hotel to ensure compliance with Accor's standards, along with an alert functionality to notify the hotel of missing data, pending tasks, or actions needed to achieve full compliance. This will allow hotels to proactively manage and address gaps in their reporting.

5.3.1.5 Data quality dashboard for hotels

[L2-F18-1] Each hotel must have access to a dedicated data quality dashboard providing a clear overview of data completeness, validity, and compliance status. This dashboard should allow users to:
- Identify missing, incomplete, or non-compliant data points.
- Modify or correct data directly where permitted.
- Provide explanations or supporting evidence for discrepancies through a comment or attachment feature.

[L2-F18-3] Regarding traceability, information related to the lifecycle of meters (e.g., creation date, deactivation date, source of deactivation request) could be integrated to ensure proper monitoring. User should not be able to input data before the creation date of the meter nor after the deactivation date.

[L2-F18-4] A notification shall be sent to hotels (within the Solution) when a data quality issue is detected. This information must also be clearly displayed within the dashboard.

5.3.2 Dashboards for hotels' owners

[L2-F19] All dashboards detailed in the previous section (both environmental and social dashboards), which are available at the hotel level, must also be accessible in a **centralized and consolidated version for hotels' owners**. These consolidated dashboards shall enable **comparisons and performance analysis across different axes**. They should allow hotels' owners to easily monitor their ESG performance on a monthly or annual basis, benchmark their scope internally by brand, country, or market.

Such dashboards shall **cover all dimensions (environmental, social, costs performance related to environmental resources, data completeness, data quality)** described in the previous section about hotels' users dashboards.

Examples:
- Data completeness: hotels' owners shall have a dashboard with indicators showing the completeness and progress of data collection.
- Hotels owners shall be able to compare performance between hotels within the same Region or Brand.
- …

[L2-F20] Regarding specifically the Sustainability Actions dashboard, it must include three complementary visualizations:

1. **Sustainability Actions Overview (Pie Chart)**
   A pie chart displaying, for a selected year, the proportion of hotels that have answered "Yes" (compliant), "No" (non-compliant), and those with missing data. Percentages must be calculated based on the total number of hotels within the selected perimeter. This provides a quick understanding of overall compliance and data completeness across the network.
2. **Action Plan View by Hotel (Interactive Diagram)**
   Next to the main chart, an action-oriented diagram should display detailed results for a single selected hotel. The diagram lists all sustainability questions that are either unanswered or marked as "non-compliant," highlighting those that require action. Each question should be linked to its corresponding category or "data stream." This view serves as a hotel-level action plan and is not designed for aggregated analysis.
3. **Sustainability Streams Overview (Interactive Chart)**

An additional or alternative dashboard visualization should highlight the key sustainability streams (thematic categories). This chart allows users to identify which topics require the most attention. When a user clicks on a specific stream, the dashboard should dynamically display the corresponding unanswered or non-compliant questions.

5.3.3 Dashboards for Champions

[L2-F21-1] The Solution must enable Champions to access the same dashboards as those for hotels' owners, with data covering the whole scope of responsibility in terms of hotels. It should also provide the completion rate (number of hotels who completed their data during a campaign out of all the hotels from their respective perimeter) of their perimeter.

[L2-F21-2] Champions must be able to filter data with a VPO view and a hotel owner view (on their scope of responsibility).

5.3.4 Transversal dashboards functionalities

Below is a non-exhaustive list of the expected additional features:

- [L2-F22] The dashboards should support **year-over-year performance tracking**, allowing users to evaluate progress over time and across comparable periods. Furthermore, the solution must offer advanced filtering options, customizable dashboards, performance benchmarking and forecasting features to enable hotels to optimize their strategies. Benchmarking capabilities should enable the hotel to compare itself not only with previous years but also with other hotels in the same country.
- [L2-F23] **Dashboard Creation and Customization:** Users (individual hotels, owners, or regions) should be able to generate and personalize their own ESG dashboards to reflect specific local or operational needs.
- [L2-F24] **Integration of External Benchmarks:** Inclusion of external performance references such as CHSB and CRREM to support energy and water benchmarking.
- [L2-F25] **Dashboard Export Options:** Ability to export dashboards and visualizations in multiple formats (PDF, PowerPoint, Excel) to facilitate reporting and communication.
- [L2-F26] **Print Widget:** Integration of a print widget allowing users to print dashboards directly from the platform, without the need to send them by email.
- [L2-F27] **Automated Dashboard Distribution:** Option to schedule and automate dashboard delivery by email at defined intervals, to specific users groups.

These features are essential to ensure effective ESG performance monitoring, reporting, and continuous improvement of Accor sites & hotels. The Bidder may suggest additional features for this purpose.

5.3.5 Dashboards for Corporate users

[L2-F28] The Solution must enable to provide dashboards useful for Corporate users, such as:

- Logins statistics (per Division, country, hotel, users…),
- Statistics of users' access per page,
- Latency statistics,
- Third party data integration,
- …

5.3.6 Other features

[L2-F29] **Batch Download of Attachments:** Functionality to download all attachments from a given module in a single ZIP file for streamlined data review.

[L2-F30] **Environmental CAPEX Tracking:** Dedicated module to follow pluriannual environmental capital expenditures, including project details, implementation status, associated costs, expected savings, and ROI.

This functionality must enable hotels to declare ECMs (Energy Conservation Measures) and WCMs (Water Conservation Measures) identified through their energy audits (which must be conducted every 3 years), and to build multi-year CAPEX/OPEX investment scenarios. This functionality helps hotels prioritize the most relevant measures and present them effectively to owners for approval. Hotels must regularly update each ECM/WCM in the Solution depending on hotel owner approval, implementation delays, or decision changes.

[L2-F31] **Scenarios, goals and trajectory setting:** this functionality responds to a fundamental need for both hotels and Accor regarding Energy & Water Management (ISO 50001). It ultimately enables Accor to answer key questions for its leadership and for hotel decision-makers: what is the current potential for energy-efficiency and carbon-emission reduction within Accor's portfolio? What efficient actions have been implemented so far? What were their expected vs. actual outcomes?

The ability to define scenario-based planning will enable hotels and corporate users to visualize (through graphical outputs) the potential and trajectory for decarbonization and reductions in energy and water use at both site/hotel and portfolio level.

[L2-F32] The bidder should describe how the tool can provide action recommendation functionality to support hotels in achieving the objectives set within the platform, explaining their approach, which may include the use of AI but is not limited to it.

5.4 Lot 2b – Real time energy and water monitoring [Optional]

The technical and functional criteria of this part are categorized and numbered in brackets (e.g., [L3-F12-4]). The bidder must provide a response to each criterion in Appendix 2 – Technical & Functional Requirements.

The Bidder will describe if its Solution enables to provide real time steering of energy and/or water. Accor expects in this lot to have a very granular energy and water data management at site level, which means a temporal granularity of hours or even minutes, so that a site/hotel can see the impacts of energy or water reduction actions (ex.: less air cooling).

[L3-F1] The Bidder will describe how the Solution can be interfaced to collect real-time energy and water data:
- Either directly through connectors coming with its Solution,
- By interfacing on Accor GRMS and/or BMS solutions (when deployed),
- By interfacing on dedicated captors (IoT) deployed or to be deployed in the hotel,
- By relying on specific partners (that may be region specific).

The Bidder will also specify if/how **protocol standardization** can be implemented for this requirement.

[L3-F2] The Bidder will describe which functionalities are proposed to manage data quality.

[L3-F3] The Bidder will describe how data historization is managed.

[L3-F4] The Bidder will describe if the Solution has a feature of Fault Detection and Diagnosis (FDD) to identify abnormal consumption patterns and suggest actions/recommendations to improve efficiency and reduce costs.

[L3-F5] The Bidder will describe if the Solution enables to consolidate and compare environmental efficiency of a portfolio of different sites/hotels.

[L3-F6] The Bidder will describe if the Solution enables to comply to regulatory requirements (ex. Décret Tertiaire in France).

The Bidder will **detail the associated build cost (if any) & run cost and the associated pricing model (per connector, per BMS / EMS solution, per meter, etc.)** in the Appendix 5 Financial Grid, Tab "2. Costs specific to Lot 2b".

6 PROJECT

The technical and functional criteria detailed below in this section are categorized and numbered in brackets (e.g., [P-R6]). The bidder must address each criterion in the **Technical and Financial Summary,** as detailed in the consultation rules. The criterion numbers must also appear in the summary to allow proper scoring.

[P-R1] The Bidder must confirm its agreement with the proposed Project timeline and commits to respect the defined milestones, in particular:

- Beginning of Project implementation in September 2026,
- Go-live and full roll-out achieved by September 2027.

[P-R2] The Bidder shall indicate whether the Project implementation is realized exclusively with Professional services, or if the Bidder relies on an implementation partner. If a partner is engaged, the Bidder must clearly describe the activities and responsibilities of the partner at each stage of the Project.

[P-R3] The table below describes the key phases that have been identified by Accor to implement the Solution. For each phase, the responsibilities between the Provider and Accor are outlined. The Bidder must explain in its answer if it fully complies with this Project RACI proposal, or if it proposes modifications (provided that any suggested modifications are clearly justified).

Steps and activities	Provider	Accor
Project initiation and governance		
Validate target detailed RACI for project, as well as governance, planning and main milestones	R	A
Schedule communication milestones to Accor stakeholders	C	R
Solution configuration		
Configure and customize the Solution: - According to Accor context (organization, hotel combo, type of users….), - Setup functionalities for all lots (data fields, data validation workflows, dashboards, user profile etc.), - Implementation of features for incoming data flows (manual entry, invoice submission, automated imports from SFTP) - Outgoing flows - Implement data exports from target Solution to ODP.	R	A
Data Migration		
Define ESG data migration strategy: - Identify datasets to be migrated - Validate mapping rules and transformation logic toward target data format - Assess data quality and completeness.	C	R
Clean data before migration and provide datasets exports	I	R
Map and migrate Accor data to target data formats (on all ESG data scope)	R	A
Data migration validation	I	R

Implementation of corrective actions (if needed)	R	A
Testing Phase		
Integration testing of incoming and outgoing flows	R	A
Define UATs scenarios	C	R
User Acceptance Testing (UAT) Verify that all features work as expected (data entry, workflows, reports). Engage end-users to validate usability and accuracy.	I	R
Implementation of corrective actions (if needed)	R	A
Training and Change Management		
Develop training materials. Create user manuals, quick reference guides, and video tutorials.	R	A
Conduct training sessions toward ESG Solution Regional Champions	R	A
Conduct general training sessions Organize role-based training (ESG reporters, hotel managers etc.)	I	R
Provide change management support Offer communication updates, FAQs, and feedback mechanisms.	I	R
Pilot		
Select ~20 hotels to test the features in real-world conditions	I	R
Implementation of corrective actions (if needed)	R	A
Roll-out		
- Schedule the switchover from old to new Solution. - Define contingency and rollback procedures.	R	A
Final data migration (delta load) Migrate any new data created since the initial migration.	R	A
Final system validation Perform a last check of reports, dashboards, and permissions.	R	A
Go-Live and stabilization		
Go-live execution Launch the new ESG Solution for production use.	R	A
Monitor system performance Track issues, errors, and user feedback.	R	A
Provide hypercare support for 3 months after go-live.	R	A
Post-Implementation and Continuous Improvement		
Post-implementation review Evaluate project outcomes vs. objectives.	C	R
Collect user feedback Identify improvement opportunities and pain points.	C	R
Optimize configuration and workflows Implement enhancements based on feedback.	R	A

[T-F8-47] [T-F8-48] [T-F8-49] Additionally, the Bidder is expected to provide specific details on data migration phase.

7 RUN

The technical and functional criteria detailed below in this section are categorized and numbered in brackets (e.g., [R-R6]). The bidder must address each criterion in the **Technical and Financial Summary,** as detailed in the consultation rules. The criterion numbers must also appear in the summary to allow proper scoring.

7.1 Contract governance

Accor envisions the following governance for the contract:

Strategic Business Review
- Objectives: SLAs / penalties follow-up, contractual evolutions, pain points and improvement plan, other subjects on demand.
- Frequency: Quarterly.
- Duration: 1h.
- Participants:
    o Solution Provider: sponsor + contract manager + tech lead
    o Accor: sponsors + Product Owner + Process Owner + Procurement contact.

Weekly Business Review
- Objectives: operational blockages, improvement plan follow-up, KPIs and costs follow-up, amendments…
- Frequency: weekly.
- Duration: 30min.
- Participants:
    o Solution Provider: contract manager,
    o Accor: Product Owner + Process Owner + Procurement contact.

Weekly Implementation & Changes Review
- Objectives: urgent issues solving, actions follow-up, qualification & prioritization of Accor needs.
- Frequency: weekly.
- Duration: 1h.
- Participants:
    o Solution Provider: operational team,
    o Accor: Product Owner.

7.2 Functional roadmap steering

[R-R1] The Bidder is requested to describe how the Solution roadmap is managed and governed. The Bidder must indicate the frequency for roadmap updates (e.g.: quarterly).

[R-R2] The Bidder must also detail the process for prioritizing new features in the roadmap. More specifically, the Bidder must explain how Accor would / will be involved in such process (for instance, through the participation in a Customer Advisory Board or equivalent governance instance).

[R-R3] The Bidder must share the current product roadmap, and how new features in the roadmap may enable to better answer Accor needs

[R-R4] Project management will be managed through Accor dedicated tool (JIRA), in order to follow Accor requests, such as evolution requests.

7.3 Support

[R-R6-1] **The Bidder shall provide technical Level 2, and when necessary level 3 support for incidents and requests of the Solution**. This support level shall cover incidents and requests that cannot be resolved by Level 1 support (under Accor responsibility), and ensure timely and effective troubleshooting, problem analysis, and resolution (cf. requirements on SLAs).

The Bidder shall clearly define the scope, response times, and escalation procedures associated with its scope of support, guaranteeing that Solution-related incidents are addressed efficiently and with minimal impact on end users.

The diagram below shows how support chain is envisioned at target:
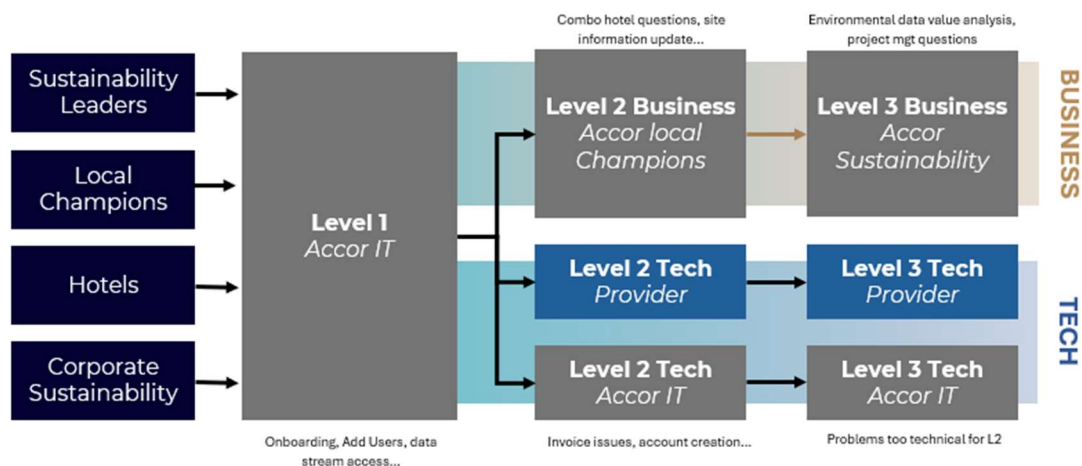
The list below corresponds to the types of incidents or requests that can be escalated to the Level 2 Tech support (to be handled by the Provider):
- Hotels & sites onboarding issues
- User access management & login issues
- Add/remove meter
- Combo hotel management
- Data streams access management

- Data incident – hotel or site information
- Data incident - data issues from invoices or manual entry
- Data incident - data issue from a data provider (ISTA, Energy Action, Deepki, Winnow...)
- Dashboard incident within the Solution
- Solution functionalities questions & training needs
- Data ESG value questions or diagnostics needs
- Other specific problem or question

[T-F8-43] The Bidder will provide details on technical support services (24/7 availability, support channels: phone, email, chat, languages, etc.).

[T-F8-60] The bidder shall provide a detailed description of its geographical presence relevant to support operations. This shall include the locations of support centers, the scope of services delivered from each location, coverage hours, and any local or regional resources available to ensure timely and effective support. The bidder must clearly demonstrate how its geographical footprint enables reliable service delivery for the duration of the contract.

[T-F8-55] [Optional] The bidder will detail if there is **in-system support for users**, like a help button or chatbot.

[R-R6-2] The Bidder must accept to connect to **ServiceNow tool** (ticketing tool used by Accor) to follow and manage tickets on its Solution (in case an interface can be implemented so that the Provider uses its own Solution interfaced with Accor ServiceNow tool, the Bidder must detail how such configuration could work).

[R-R6-3] The Bidder must accept to connect to Accor dedicated tool (JIRA), in order to follow bugs and problems that may be related to its Solution.

7.4 SLAs

The Bidder is expected to commit to the following KPIs, with the respective associated SLAs:
- [R-R7-1] **NPS (Net Promoter Score)**.
- [R-R7-2] **Availability of the Solution**: > 99.5%.
- [R-R7-3] **Support and maintenance**.
- [R-R7-4] **Infrastructure quality – Response time**: Service Provider guarantees that the average response time shall not exceed 50ms worldwide.
- [R-R7-5] **Infrastructure quality – Packet loss:** Service Provider guarantees that the average packet loss shall not exceed 1 % in its core network.
- [R-R7-6] **Average monthly invoice processing time**: <30min.
- [R-R7-7] **Average monthly data quality from invoices**: >90% of data is correctly populated without human intervention.

- [R-R7-8] **Data quality in Solution (for automatic data integration)**: >99,9% of data is correctly populated.
- [R-R7-9] **Third party file integration**: maximum 24 hours of time difference between data timestamp when the file is provided to the Provider, and data availability timestamp.
- [R-R7-10] **Specific development delivery:** < 20% delay compared to agreed timeline.

All details on these SLAs are provided in Appendix 5 Financial Grid, Tab "Financial Questionnaire".

7.5 Documentation

[T-F8-44] The Bidder is expected to provide **documentation and training resources for end-users** (in particular: hotel staff) **and technical teams, in all mandatory languages** plus any optional languages available within the solution:
- Online knowledge base,
- Searchable, role-based articles, step-by-step guides, and FAQs,
- Micro-learning modules (2–5 minutes),
- Short videos or tutorials focused on single tasks,
- In-solution guidance: interactive walkthroughs, tooltips, and contextual help directly within the application,
- Quick start guides & printable checklists,
- Simple reference materials for daily use.

[T-F8-61] [OPTIONAL] The solution includes a centralized library hosting Accor's ESG documents and resources, accessible to all properties. It should ensure consistent information sharing, support ESG audit requirements, and reduce information loss across Central, Support Lines, Operations, and Hotels. The library must feature content organization, search capabilities, and controlled user permissions.

8 ANNEXES

8.1 Annex 1: Lot 1 - Automated integration from Third party data providers

### 8.1.1 List of current data providers with automated integration

8.1.1.1 Environmental data providers

DATA PROVIDER	# OF HOTELS	SCOPE COVERED	DATA DOMAIN COVERED					
			ENERGY	GREEN ENERGY (GE)	WATER	FOOD WASTE	WASTE	SUSTAIN. ACTIONS
ISTA	~1035 GE: 220	Europe (Astore)	V	⚙				
RECAP	~700	Accor Invest Europe	V		V	V	V	V
Energy Action (EA)	~250 GE: 220	Pacific	V	TBV				
EasyEnergy	~370	Huazhu	V		V	V	V	V
Raizen & Comerc	~130	Americas	V	V				
Winnow	~110	Europe, MEA, Fairmont, Raffles, SMgE				V		
Take a waste	~100	France hotels					V	
Orbisk	~90	Europe, MEA, Fairmont, Raffles, SMgE				V		
Deepki	~80	Adagio	V		V			
ENEDIS	~40	France hotels migrated to IDM	V					
GRDF	~20		V					
Lumitics	~20	Pacific				V		

8.1.1.2 Social data providers

DATA PROVIDER	# OF ENTITIES	SCOPE COVERED	DATA DOMAIN COVERED					
			POPULATION STRUCTURE	MOBILITY	TRAINING	WORKING CONDITIONS	COMP & BEN	VOLUNTEERING
ESSENDI	~540	Europe	V	V	V	V	V	
OneHR	~50	Worldwide	V	V				
Vendredi	TBD	Worldwide						TBD

8.1.2 Zoom on data integration process (run)

Energy & Water Data Integration (Supplier) – Run process
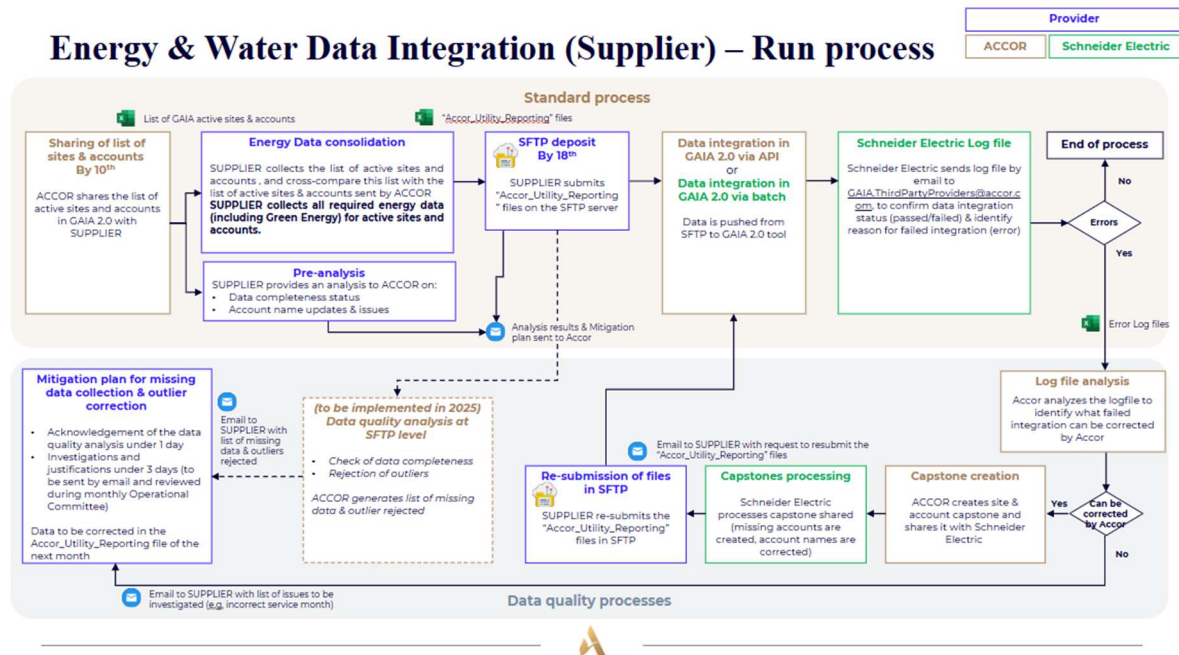
8.1.3 Energy Data: example of automated integration specifications in Accor context

Energy data is provided:

- On a **monthly basis**;
- For all **active meters** (a meter is considered "active" or "current" during a given month if the purchasing contract and the billing are ongoing).

List of energy data requested:

Data	Format	Description	Mand-atory	Opti-o-nal
Meter reference number	*XXXXXX_GY or XXXXXX_ISTA (max 40)*	Each meter must be a unique number that remains constant from one submission to the next and shouldn't exceed 40-character limit. There should be a suffix at the end of the reference number, identifying from which data provider it comes from.	x	
Meter is active	*"Active" or "Current"*	A meter is considered "active" or "current" during a given month if the purchasing contract and the billing are ongoing.	x	
Code site	*HXXXX*	It is mandatory to respect the established MEGA code nomenclature for site codes, which corresponds to an identifier of five characters, beginning with a	x	

		letter, generally an "H", (otherwise it cannot be taken into account)		
Invoice date	JJ/MM/AAAA	Date of the invoice		x
SUPPLIER	Name of the SUPPLIER	Name of the SUPPLIER		x
Invoice number	XXXXXXXX		x	
Invoiced currency	XXX	In three letters (e.g.: EUR, GBP, HUF, PLN)	x	
Consumption (kWh)	X,XXX.XX	Consumption in kWh needed for each energy data. English format of data ("," to separate thousands, and "." as decimal separator).	x	
Billed consumption start date	JJ/MM/AAAA		x	
Billed consumption end date	JJ/MM/AAAA		x	
Site address	Site address			x
Business	Name	To whom is the bill addressed to?		x
Meter reference	XXXXXXXX	Number of the meter reference	x	
Source	Xxxxxx	Type of energy source (Electric Power or Natural Gas)	x	
Utility	Energy	Needs to always be "Energy"	x	
Total amount invoiced without VAT	X,XXX.XX	English format of data ("," to separate thousands, and "." as decimal separator).	x	
Total amount invoiced	X,XXX.XX	English format of data ("," to separate thousands, and "." as decimal separator).		x
Invoice only VAT invoiced	X,XXX.XX	English format of data ("," to separate thousands, and "." as decimal separator).		x

File format

Data is provided in a CSV format, respecting a fixed template for Energy data.

The file name of each file must be without spaces or special characters and must not exceed 100 characters. The exact name to be used will be provided by ACCOR.

Example of file names:

Accor_Energy_Data_<timestamp>_<optional fields to improve description>.csv

The format must remain the same to avoid additional developments and delays on ACCOR side. The CSV file must contain only 1 sheet.

8.1.4 Green Energy Data: example of automated integration specifications in Accor context (extract from an RFP on automated data)

It is expected from the SUPPLIER to implement an **automated, efficient, and reliable data integration process** regarding hotels' Green Energy (EACs) data to by pushed into GAIA 2.0 Solution.

Reporting on Green Energy shall convey the mandatory information to follow the GHG Protocol and CDP recommendations for Scope 2 accounting **on a monthly basis.**

In addition, **the Green Energy certificate shall be made available as a proof of these information**, on demand.

NB: Green Energy is here defined as all the energy you can by EAC for. This includes nuclear electricity, biomass, etc.

GHG Protocol Scope 2 quality criteria

All contractual instruments used in the market-based method for scope 2 accounting shall:

1. Convey the direct GHG emission rate attribute associated with the unit of electricity produced.
2. Be the only instruments that carry the GHG emission rate attribute claim associated with that quantity of electricity generation.
3. Be tracked and redeemed, retired, or cancelled by or on behalf of the reporting entity.
4. Be issued and redeemed as close as possible to the period of energy consumption to which the instrument is applied.
5. Be sourced from the same market in which the reporting entity's electricity-consuming operations are located and to which the instrument is applied.

In addition, utility-specific emission factors shall:

6. Be calculated based on delivered electricity, incorporating certificates sourced and retired on behalf of its customers. Electricity from renewable facilities for which the attributes have been sold off (via contracts or certificates) shall be characterized as having the GHG attributes of the residual mix in the utility or SUPPLIER-specific emission factor.

In addition, companies purchasing electricity directly from generators or consuming on-site generation shall:

7. Ensure all contractual instruments conveying emissions claims be transferred to the reporting entity only. No other instruments that convey this claim to another end user shall be issued for the contracted electricity. The electricity from the facility shall not carry the GHG emission rate claim for use by a utility, for example, for the purpose of delivery and use claims.

Finally, to use any contractual instrument in the market-based method requires that:

8. An adjusted, residual mix characterizing the GHG intensity of unclaimed or publicly shared electricity shall be made available for consumer scope 2 calculations, or its absence shall be disclosed by the reporting entity.

Reference: https://ghgprotocol.org/sites/default/files/2023-03/Scope%202%20Guidance.pdf

CDP guidance on EACs

Reliable tracking systems are independent, transparent and robust. From a CDP perspective, there are five criteria that need to be fulfilled:

1. There is an entity responsible for the instruments' generation (issuing body) that issues the instrument in a publicly available registry against renewable energy delivered by a generator. Only one instrument is issued per unit of energy (e.g. MWh) and this link is properly audited.
2. A set of attributes are present in the instrument or can be legitimately inferred from it, namely:
    - Name of producer;
    - Technology type;
    - Year of installation;
    - Year of production;
    - State support/aid;
    - Emission rate;
    - Other environmental characteristics.
3. Properties should not be disaggregated, e.g. it is not allowed for one party to count for the GHG emission factor and another party to count for the fact that it is renewable in origin;
4. There is an auditable chain of custody, that is, all information can be verified or audited by users in the system and the whole system is audited by external parties, guaranteeing that the link between generation, distribution and final consumption is effectively established and that there is a permanent retirement/cancelation mechanism within the system;
5. The information in the system can be used to avoid the double counting of attributes.

Reference: *CDP Technical Note: Accounting of Scope 2 emissions*

Example of a set of information to report

As an example, we provide a table to be filled by the EAC SUPPLIER that could answer these quality requirements.
The columns of this table are the following:

- **Hcode:** Key to identify the hotel (= Code Site in section 3.1.2.1.).
- **Contract #:** Contract number.
- **Purchase #:** Purchase number.

- **Bundled/Unbundled:** Is the EAC part of a bundled electricity offer or is it unbundled?
- **EAC Type:** Select EAC type
- **Generation Technology:** If there are several generation technologies and that one is more than 50% of the mix, select it. If there are several ones with no clear majority, select "renewable mix".
- **Generation Country:** Select country of electricity generation.
- **Certification 1:** *Optional* - Select certification if any.
- **Certification 2:** *Optional* - Select if there is a second certification associated to EAC.
- **Period Beginning:** Beginning date of consumption.
- **Period Ending:** Ending date of consumption.
- **% consumption:** Enter the % of green electricity coverage of the designated month (bundled case).
- **Volume:** Enter the volume of green electricity consumed on the designated month (unbundled case).
- **Cost:** Enter the cost of the EAC (unbundled case).
- **Currency:** enter the currency associated to the cost (unbundled case).

8.1.5 Social Data:

It is expected from the SUPPLIER to implement an **automated, efficient, and reliable data integration process** regarding hotels and sites regarding Human resources data described in section 5.2.1.2 This process should extract data from our two core HR platforms, OnesHR for headquarters and HERO for hotels, and push it into the new solution on at least a monthly basis.

The data will be provided only at hotel/site level, with no personal data included in the transfer. Detailed CSV specifications will be shared at a later stage, as the rollout of our core HR systems is still in progress.

8.1.6 Process, roles and responsibilities

The Energy data integration Run process is described in the process below:

- Responsibilities from the SUPPLIER are highlighted in blue boxes.
- The regular process is the one described in the first top horizontal rectangle, called **"standard process"**.
  - o When the data is sent to the SFTP, the SUPPLIER must send an email to GAIA.ThirdPartyProviders@accor.com, with the following elements:
    - ▪ Confirmation of the data transfer on the SFTP server.
    - ▪ Analysis on data completeness and potential updates and issues (based on ACCOR's list of hotels and account – example available in Appendices 10 and 11 – as well as energy data retrieved from energy contract providers).
  - o The elements shared in this email can be used as discussion points for the monthly operational committee. After the SUPPLIER submits the files on the

SFTP server, the data will be integrated in GAIA 2.0 (by ACCOR or Schneider Electric, depending on the data integration technology).

o   Once the data is integrated, a log file will be received by ACCOR, and analysed by ACCOR's team.

-   If the log file contains errors, the **"data quality process"** in the bottom horizontal rectangle starts.

o   Some errors might be fixable by ACCOR, and other might require the SUPPLIER's intervention.

If so, ACCOR will warn the SUPPLIER via email, and a mitigation plan should be provided to ACCOR by the SUPPLIER via email. The mitigation plan will also be discussed during the monthly operational committee.

8.2 Annex 2: Lot 2a – Hotels' ESG Performance steering – Example of KPI

8.2.1 Examples of ESG KPIs

Accor's 2024 extra-financial performance dashboard

	Objectives	
Energy	% green energy consumption	
	% energy intensity reduction vs 2023	
	% scope 3 questionnaire completion rate	
Water	% hotels with a water consumption baseline	STIP
Waste	% hotels with a reliable baseline	
Single-Use Plastics	% hotels compliant (57 or above guest-facing items)	
	% hotels compliant (on 7 back-of-house items)	
Ecolabels	% hotels eco-certified	STIP
Food waste	% hotels with a baseline (excl. F1, IBB, Adagio)	
	% average food waste reduction vs 2023	
Sustainable Food	% hotels with 25% of vegetarian dishes	
	% of hotels with carbon menu ratings	
Gaia 2.0	% hotels with E&W data completeness	
Training	% HQ employees trained	

8.2.2 Examples of social KPIs

Examples of social KPIs to be followed at site/hotel level:

- Percentage of response/completion rate per activity(Headquarters, hotels, restaurants), per regions(ENA, MEAAPAC, AMERICA, GRETAER CHINA , L&L) and in total

- Headcount (Raw number and percentage) per activity (Headquarters, hotels, restaurants) and management mode (Subsidiary+others and Managed+Managed with minority).
- Headcount (Raw number and percentage) per gender (male, female, non binary) and management mode (Subsidiary+others and Managed+Managed with minority).
- Headcount (Raw number and percentage) per country with more than 50 employees and management mode (Subsidiary+others and Managed+Managed with minority).
- Number of departures per management mode (Subsidiary+others and Managed+Managed with Minority)
- Number of end of fixed term period contract departures per management mode (Subsidiary+others and Managed+Managed with Minority)
- Percentage of turnover per management mode (Subsidiary+others and Managed+Managed with Minority)
- Headcount per age (under 25yo, between 25yo and 29yo, between 30yo and 49yo, over 50yo) and management mode (Subsidiary+others and Managed+Managed with Minority)
- Percentage of entities with collective bargain per management mode (Subsidiary+others and Managed+Managed with Minority)
- Percentage of hotels with collective bargain per management mode (Subsidiary+others and Managed+Managed with Minority)
- Percentage of headcounts with disabilities per management mode (Subsidiary+others and Managed+Managed with Minority)
- Number and percentage of accidents per management mode (Subsidiary+others and Managed+Managed with Minority)
- Customer satisfaction score (out of 10) regarding diversity and inclusion efforts
- Number of individuals supported through social mobility or shelter/protection projects funded by Accor solidarity initiatives
- Percentage of women at VP level and above
- Gender pay gap data, participation in women leadership programs, and representation in executive committees
- Certification on LGBTQIA+ inclusion
- Total hours spent on volunteering activities
- Human rights assessment/checks performed by the hotel
- Percentage of direct workforce and temporary workforce
- Percentage of workforce working on hotel premises and employed by subcontractors / service providers