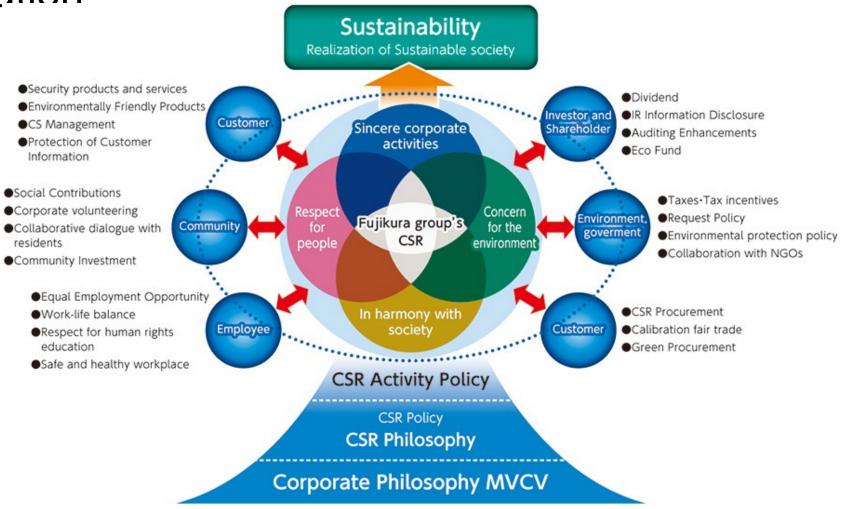
Stakeholderský přístup – Fujikura

corporation





Source: <a href="http://www.fujikura.co.jp/eng/csr/group">http://www.fujikura.co.jp/eng/csr/group</a> csr/communication.html





S Dividends, interest, fees



Stock performance, stability of stakeholder base. financial capacity



Appeal of social responsible investment (SRI), governance including CR





Loyalty, enriched guest experience, authenticity / personalisation



Guest involvement in CR initiatives, 'sustainable' guest experience



**EMPLOYEE** 



Wages, social security contributions, profit-sharing, employee stock ownership



Operational excellence, loyalty, customer service



Wellbeing at work, engagement, diversity

# INTERACTION WITH **STAKEHOLDERS**

Following consultation with Global Group Departments, AccorHotels has developed stakeholder maps to help identify its stakeholders, determine the type of dialogue fostered with each and compare stakeholder and corporate views on various CR issues. AccorHotels maintains constant communication with key stakeholder groups as detailed throughout this report. This diagram provides an overview of the main stakeholders identified and the key topics associated with each.



### (\$) Expenditure and earnings



Appealing brands, strong digital traffic, network growth, new markets



Engaged brands and brand content, licence to operate. CR innovation



Wealth management, restructuring



'Green' buildings

m PUBLIC AUTHORITIES -



Taxes



Compliance, cooperation



Local buy-in



### DEVELOPMENT PARTNERS -



Franchisees, owners of managed hotels:





Property investors (hotel property owners): Rent



Appeal / differentiating factors, new services offered



Strong CSR and ethical standards, offering CR services







Procurement, commissions, fees, subsidies



Cost management, innovation



Optimisation of resource use, co-innovation







Corporate philanthropy, donations, partnership



Local acceptance, offering local services, appeal of regions



Managing scarcity of resources (water, power, raw materials, food) and the 'carbon' constraint



Support for local economy, solidarity, sustainable tourism



Programs for reducing environmental impacts



Cash flows from AccorHotels to stakeholders (as % of revenue)



Cash flows from stakeholders to AccorHotels (as % of revenue)



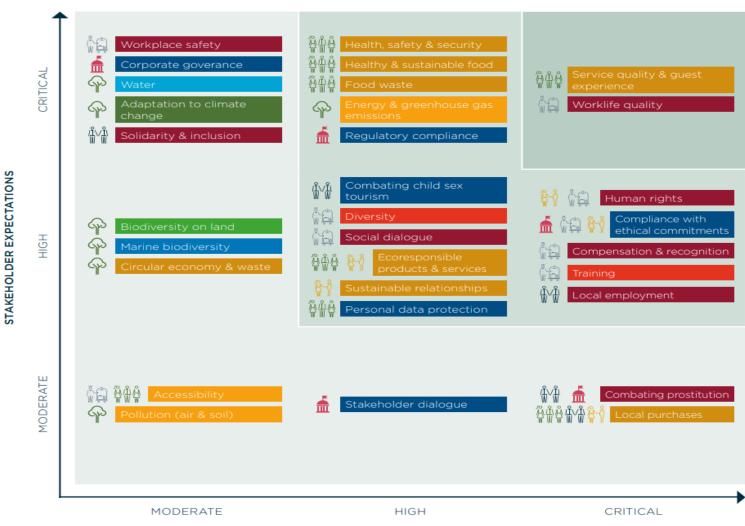
Value creation lever for AccorHotels



CR levers that strengthen value creation

# **STAKEHOLDER přístup – ACCOR Hotels**

### MATERIALITY MATRIX



#### IMPACT ON THE BUSINESS OF THE GROUP

#### Source:

https://images.jobsataccor.com.au/wpcontent/uploads/AccorHotels-Corporate-Responsibility-Report-2017.pdf **ACCOR HOTELS** 

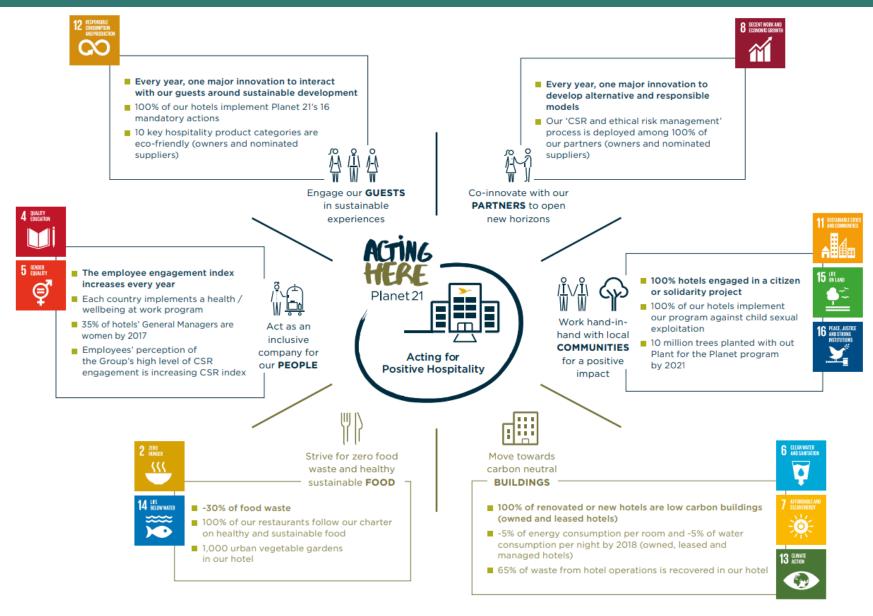








# **STAKEHOLDER přístup – ACCOR Hotels**



# **STAKEHOLDER přístup – ACCOR Hotels**

## CELEBRATING EVERY ACTION

The launch of the 2016-2020 Planet 21 program includes a new brand designed to engage stakeholders with our sustainable development journey. During a guest's stay, they will see 'Acting Here' markers around their hotel. These markers help identify our sustainable development actions including some that may also require participation by stakeholders.



Here, eco-friendly amenities reduce your impact



Here, your towel plants trees



Here, food waste is separated and sent to composting



Here, eco-friendly products



Here, vegetables and herbs



Here, solar panels power



Here, energy efficient lighting and appliances reduce energy consumption



...... Here, flow controls reduce toilets, taps and showerheads water consumption



Here, electric car charging cuts CO<sub>2</sub> emissions



Here, local, organic and seasonal products are on 





and customs of people in each region.

Source: https://www.toshiba/ww/en/csr/engagement/stakeholders.html

TOSHIBA – MAJOR STAKEHOLDERS