



Joint Memorandum of Understanding (MoU)

Preamble

“AccorInvest” refers to AccorInvest Group SA and its subsidiaries, irrespective of the countries in which they operate.

“IUF” refers to the International Union of Food, Agriculture, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations and its affiliated unions in AccorInvest business sectors.

AccorInvest recognizes the IUF as the internationally representative organization of the unionized workforce at its operations worldwide.

AccorInvest recognizes the important role that trade unions play in representing the interests of workers.

Freedom of association is the right of everyone to form trade unions and join the trade union of their choice, subject only to the rules of the organization concerned, for the promotion and protection of their economic and social interests. Freedom of association must be ensured and no one should be discriminated against for exercising it.

Collective bargaining is a voluntary process through which employers and workers representative negotiate the terms and conditions of work and the regulation of their relations.

An important part of the effective recognition of the right to collective bargaining is the "principle of good faith". This principle is important for the maintenance of the harmonious development of labour relations. This principle implies that the social partners work together and make every effort to reach an agreement through genuine and constructive negotiations, and that both parties avoid unjustified delays in negotiations.

The parties hereby agree that:

- The effective recognition of the right of collective bargaining, the cooperation of management and labour in the continuous improvement of productive efficiency, and the collaboration of workers and employers in the preparation and application of social and economic measures are

relevant to build the global performance of AccorInvest.

- The hospitality industry needs constructive industrial relations in order to grow and improve working conditions and employee well-being.

The parties hereby affirm their commitment to ensuring that all persons employed by the Group or operating on behalf of AccorInvest can fully access and effectively exercise their internationally recognized human rights, notably those set out in the United Nations' International Bill of Human Rights and the Core Conventions of the ILO. AccorInvest and the IUF recognize the indispensable role of trade unions and social dialogue¹ in protecting and enabling fundamental worker rights and ensuring implementation of the OECD Guidelines for Multinational Enterprises.

This MoU is not intended to supersede local agreements or practices having the same or more favorable purpose.

This MoU is part of the AccorInvest Group's Environmental, social, and corporate governance (ESG) strategy, which structures its business. The IUF recognizes the commitment of AccorInvest Group and its efforts to be a socially responsible company.

Commitments

AccorInvest is committed to ensure that throughout AccorInvest's worldwide operations workers can freely exercise their internationally recognized rights and in particular their rights to union membership and collective bargaining without fear of retaliation, repression or any other form of discrimination.

AccorInvest shall obtain assurances from their own subcontractors providing products, operations and/or services that they will ensure compliance with these rights as set forth in the OECD Guidelines for Multinational Enterprises and the United Nations Guiding Principles on Business and Human Rights. The group's vigilance with regard to the respect of the above-mentioned rights will be exercised throughout any subcontracting chain.

In accordance with international standards, national law, regulations, and collective agreements, AccorInvest specifically undertakes to:

- Respect the right of all workers to form and join a trade union of their choice without fear of intimidation or reprisal;
- Guarantee and protect the right of each worker to participate in the appointment/election of employee representatives;
- Provide appropriate protection for workers' representatives and guarantee that no decision regarding recruitment, access to an internship, an apprenticeship or a period of training in a company, direct or indirect remuneration of the workers,

¹ For the ILO definition and enabling conditions for social dialogue see here: [https://www.ilo.org/ifpdial/areas-of-work/social-dialogue/lang--en/index.htm\)%20%20a](https://www.ilo.org/ifpdial/areas-of-work/social-dialogue/lang--en/index.htm)%20%20a)

- assignment, qualification, professional promotion or termination of the employment contract is taken in consideration of the worker's trade union activity;
- Provide appropriate means for workers' representatives to effectively exercise their rights;
 - Not interfere with the activities of workers' representatives when they are carrying out their duties so as not to disrupt the regular operations of the company. In this respect, the exercise by workers' representatives of their prerogatives, in particular communication, must not give rise to indirect control by management;
 - Use collective bargaining as a constructive forum for addressing working and employment conditions and relations between employers and workers' representative organizations, including providing the information necessary for meaningful negotiations.

AccorInvest will disseminate this MoU by all means and as widely as possible within the Group.

Principles, procedures and processes

1. Non-discriminatory policies and procedures

AccorInvest undertakes to put in place non-discriminatory policies and training with respect to trade union organization, union membership and activity in such areas as applications for employment and decisions on advancement, dismissal or transfer. In this respect, and in compliance with local laws and regulations, and collective agreements, workers representatives must be given the means to reconcile their union mandate with their professional development.

2. Commitment to national or sectoral social dialogue

Insofar as social dialogue also takes place outside the company', whether on a national or sectoral basis, AccorInvest undertakes to allow workers to participate for the time required to carry out their external duties in accordance with national regulation.

3. Local protocols

To ensure implementation and compliance with the principles expressed in this MOU, AccorInvest local management and IUF affiliates may establish agreements or protocols to implement conditions on a local basis in the absence of a pre-existing collective agreement with the same purpose.

4. Dispute procedure

The handling of any complaints regarding an alleged violation of the above principles is the responsibility of the HR management of the country concerned. As an exception, if parties at local level cannot find an agreed solution to the dispute, the IUF Secretariat and AccorInvest central management may come together to try to deal with the complaint.

- If the IUF and AccorInvest Corporate Management agree to attempt to handle the complaint:
- They will enter into a discussion based on the facts and evidences available to each party and local attempts at resolution.
 - In the light of these elements and the exchanges between the parties, it tries to reconcile the interests of the parties to put an end to the dispute.
 - If a solution is agreed, they formalize the decisions taken in accordance with the exchanges and in compliance with national legislation.
 - In the absence of agreed solution, each of the parties is free to take the appropriate measures.

5. AccorInvest – IUF meetings

- 5.1 AccorInvest and the IUF will actively promote awareness of this agreement throughout their organizations. AccorInvest will ensure that all owning companies are fully informed of the agreement and the obligations it entails. Translations must be jointly agreed prior to dissemination.
- 5.2 In the event that either party fails to fulfil its obligation to disseminate this throughout their organization, both parties agree to take immediate steps to correct the situation.
- 5.3 AccorInvest and the IUF recognize the importance of ongoing communication in order to oversee the implementation of the agreement. To this end, both parties agree to hold:
- An annual meeting between representatives of AccorInvest and the IUF;
 - videoconference or phone call requested by the parties to the agreement when the circumstances justify it.
- 5.4 The purpose of the meeting between AccorInvest and IUF will be to review the implementation of this agreement by both parties. Other issues, such as a presentation of the strategic objectives of the company, may be added to the meeting agenda by mutual agreement between AccorInvest and the IUF.
- 5.5 The delegations that will attend annual meetings shall consist of:
- Up to four representatives of the IUF;
 - Up to four representatives of AccorInvest Corporate Management.

AccorInvest agrees to bear the costs of participation of the IUF delegation, including appropriate interpretation agreed by the parties if needed.



IUF
Sue Longley
General Secretary

July, 18th, 2023



ACCORINVEST
Cédric Durand
Chief Human Resources Officer