

02.2023

# OVERVIEW





# *Our Vision*



# Mani- festo

Our hospitality has heart,  
We offer a welcome that sparks inspired experiences everywhere.

Whether you want to live, work or play,  
We transform everyday moments into heartfelt connections.

Where powerful brands deliver exceptional experiences and value,  
We shape a future where hospitality unlocks a life lived  
with passion.

Innovating with talent and creativity to deliver a welcoming human touch,  
We sustainably give back to one planet and many  
communities.

Our people, our partners, our guests and our local communities  
all connect as they spend time with us,

Accor brings people together to feel welcome in a wider  
world, where emotion has the power to change everything.





“ At Accor, we anticipate opportunities and constantly innovate, adapt, and pioneer. We are navigators of the now and what is to come. ”

**Sébastien Bazin**  
Chairman and CEO





# *We are Accor* A World Leading Augmented Hospitality Group

We offer the most  
**diversified ecosystem of  
hospitality brands, services  
& experiences**

We foster  
human **connections,  
empowerment  
and meaningful impact**

We are more than 290,000  
hospitality experts placing people at  
the heart of what we do, creating  
emotion for our guests, and  
nurturing passion for service and  
achievement beyond limits. Building  
on the strength of our teams and of  
our fully integrated, diversified  
ecosystem of leading brands,  
personalized services & expert  
solutions, we break new ground to  
reimagine hospitality and inspire  
new ways to experience the world.



We bring our unique  
expertise & solutions to  
**drive performance and  
maximize value for partners**

We are pioneering  
the hospitality of tomorrow,  
**fostering innovation and  
creating new experiences**

## OUR VISION

## OUR PEOPLE

## OUR COMMITMENT

## OUR HOSPITALITY ECOSYSTEM

**5,400+**

*hotels*

**1,200+**

*hotels in the pipeline*

**802,000**

*rooms*

**215,000+**

*rooms in the pipeline*

**40+**

*hotel brands*

**290,000+**

*team members*

**300+**

*types of jobs*

**39%**

*women in  
management  
committees*

**20,000+**

*members of our gender  
equality network RiISE*

**OUR  
NETWORK**

**OUR  
COMMITMENT**

# We are Accor At a Glance

**OUR  
PEOPLE**

**OUR  
ECOSYSTEM**

**Net Zero**

*carbon emissions  
by 2050*

**97%**

*of HQ teams  
worldwide  
completed the  
School for Change  
e-training*

**84%**

*of hotels with zero  
single-use  
plastic items\**

**10,000+**

*restaurants & bars*

**18,500+**

*meeting rooms*

**600+**

*hotel spas*

**1,000**

*hotels with fitness  
facilities*

\*except water bottles and few tolerances.

OVERVIEW 2023

6

NETWORK

5,400+  
hotels

802,000  
rooms

PIPELINE

1,200+  
hotels

215,000+  
rooms



\*As a percentage of total number of rooms of Accor managed and franchised hotels, as of December 31st, 2022.



# We are an Unmatched Player Across Brand Segments

## AN UNRIVALED PORTFOLIO OF BRANDS

Accor offers the most diverse brand portfolio of the industry with 40+ leading hotel brands across all segments – from luxury to economy, structured in two dedicated divisions: Premium, Midscale & Economy and Luxury & Lifestyle. Our activities and hospitality ecosystem also encompass entertainment, restaurants & bars, co-working and flexible workspaces, residential offerings, as well as a wide range of business services & solutions to boost performance and deliver value.





# *Our People*







# We are Heartists®

**OUR TEAMS ARE OUR  
GREATEST STRENGTH**

Hospitality is fundamentally about people – welcoming them, connecting people and cultures, sparking emotion – and Accor's success relies on our Heartists® to deliver the best service, welcome and care for our guests. Their passion, creativity, individual personalities and differences are what make the Group truly unique and that's why we always place people at the heart of everything we do.

**290,000+**  
*Heartists®  
worldwide*

**110+**  
*countries*

**300+**  
*type of jobs*





# We are Empowering Talent

## UNIQUE OPPORTUNITIES FOR GROWTH & LEARNING

We give access to leading training and development plans and empower our team members to be actors of their professional growth. We want our Heartists® to feel free to dare and to develop their potential, by taking on new challenges and opening new doors to continuous learning & skills development.

**8**  
*regional  
training  
campuses*

**250+**  
*partner  
schools &  
universities*





# We are Inclusive

## WE WELCOME EVERYONE WITH OPENNESS

With team members in all four corners of the globe, diversity is at the heart of our DNA. We foster an open and inclusive culture that welcomes all personalities, empowers team members and cultivates individual & collective innovation and performance. Our ambition is to prevent inequalities & discrimination at work and give everyone unrestricted opportunities. At Accor, we believe in strength in unity, and power in diversity.

### GENDER DIVERSITY & EQUALITY

*Member of the Gender-based Violence Action Coalition - convened by UN Women*

**20,000+**

*Members of our gender equality network RiSE*

### INCLUSION OF PEOPLE WITH DISABILITIES

*Member of ILO's Global Business Disability Network & of The Valuable 500*

### RICHNESS OF SOCIAL, ETHNIC, RACIAL & CULTURAL DIVERSITY

*Wealth of initiatives across our regions & hotels*

### WELCOMING THE LGBTQI+ COMMUNITY

*Global partnership with IGLTA*







**105,000+**  
*funded  
applications*

**35.4M**  
*euros allocated*

**460**  
*student interns  
supported*

# We are Caring

## **SOLIDARITY IS AT THE HEART OF ACCOR**

As the world faced unprecedented challenges due to the Covid-19 pandemic, the Group took proactive measures from April 2020 to support its team members and partners facing dire financial difficulties, by creating the €70M ALL Heartist Fund. Since then, the fund has broadened its scope of intervention supporting student internships, but also responding to exceptional events and supporting the most vulnerable people such as women victims of domestic violence.

Since the tragic escalation of events in Ukraine, the fund has been supporting NGOs assisting Ukrainian refugees and provides financial assistance to team members directly affected by the war.

# *Our Commitment*






# *We are Paving the Way*

**TO A MORE  
SUSTAINABLE HOSPITALITY  
ENGAGING ALL STAKEHOLDERS**

Hospitality is at the crossroads of many activities, making it an important vector for change. At Accor, we believe it's our role to shape a more sustainable future of travel. We are engaging a global transformation of all our operations, building a model where we contribute back more than we take, and embedding planetary boundaries across all our activities. And we are convinced that sustainability builds value for all stakeholders: Heartists®, owners, partners, guests and communities.



# We are Putting People & Nature at Our Heart

**DRIVING OUR SUSTAINABILITY  
STRATEGY TOWARDS A MORE  
SUSTAINABLE MODEL**



Nature and tourism are deeply intertwined. At Accor, preserving nature and reducing our environmental footprint means resolute commitments and action. This involves not only moving to a low carbon model, but also using natural resources more responsibly, promoting a circular economy, protecting local ecosystems, and encouraging our hotels and guests to connect with local communities.

At the same time, Hospitality is a people business, and we are embarking all teams on this collective journey. Together, we will design the path to a more sustainable hospitality.

We're implementing change through three key operational pillars: Buildings, Food and our Local Ecosystem.

**NET ZERO**

*carbon emissions  
by 2050*

**ELIMINATION OF  
SINGLE-USE  
PLASTIC IN THE  
GUEST EXPERIENCE**

**84%**

*of hotels with zero  
single-use plastic items\**

**A PEOPLE  
DRIVEN  
INDUSTRY**

**97%**

*of HQ teams worldwide  
completed the School  
for Change e-training*







# We are in Solidarity with those in Need

## SPREADING HOSPITALITY OF THE HEART

Accor Heartist Solidarity's mission is to fight economic and social exclusion of vulnerable people through social and professional integration. We support projects developed by local associations & NGOs and carried out by Heartists® working near the project site. At the request of our teams, the fund can also be mobilized to help populations hit by a humanitarian disaster by supporting post-emergency reconstruction projects.



IN 2022

28

*projects supported*

2,100+

*direct beneficiaries*

2

*responses to  
emergency  
situations*



# *Our Diversified Ecosystem of Hospitality Brands, Services & Experiences*





# We are The Most Diversified Hospitality Ecosystem

**OF HOSPITALITY BRANDS,  
TAILORED SERVICES &  
EXPERIENCES**

Accor's unique and fully integrated ecosystem of leading brands, personalized services & expert solutions, and powerful loyalty program allows us to constantly reinvent unique & personalized experiences and services for our clients in line with their evolving needs and new ways of living, traveling and working, from hotel stays to restaurants to working and meeting. For our partners, we also maximize performance and value, thanks to our complete range of business solutions and expertise.

**40+**  
*hotel brands*

**10,000+**  
*restaurants & bars*

**18,500+**  
*meeting rooms*

**600+**  
*hotel spas*





# We are Elevating Membership

**THE MOST AWARDED LOYALTY  
PROGRAM BY TRAVELERS OVER  
SUCCESSIVE YEARS AND OUR  
ALL-IN-ONE BOOKING PLATFORM**

## *Hotels. Rewards. Experiences.*

ALL – Accor Live Limitless enhances the experiences provided by Accor's diversified hospitality ecosystem, both during and beyond the hotel stay. It makes the lives of our clients and members easier, more exciting and more rewarding.

An industry-leading program that delivers a wide variety of rewards, services, partnerships, and unique experiences to both travelers and locals alike through the widest range of world-class brands.

A powerful booking platform and inspirational loyalty program: an all-in-one booking portal & app that provides easy access, the best prices, choice, seamless experiences and personalization.





# *We are* Elevating Care for our Guests

## ALLSAFE LABEL

95%

implementation  
in the Accor  
network

## AXA

24/7

medical assistance

## STAY WELL IN ALL OUR HOTELS

The COVID-19 pandemic brought us to elevate our standards of welcome even further; therefore, we launched the **ALLSAFE Label**, which represents some of the most stringent cleaning standards & operational procedures in the hospitality industry. The label has been developed with and vetted by Bureau Veritas, a world leader in testing, inspection and certification.

Accor has also taken its commitment further to bring innovative services and elevate the guest experience by partnering with **AXA** to provide 24/7 medical assistance across all our hotels worldwide, as well as to strengthen and complement our services, including customized travel insurance.



# An Unrivaled Portfolio of Leading Hotel Brands



Accor. A remarkable choice of more than 5,400 properties around the world from luxury five-star palaces to smart economy hotels, exquisite residences to full-service resorts. We are dedicated to suit all desires and needs, and reinvent the guest experience every day with our 40+ hotel brands across all segments, structured in two dedicated divisions around Premium, Midscale & Economy and Luxury & Lifestyle.





Sofitel Shanghai North Bund – Coming late 2023



Raffles &amp; Fairmont Doha - Opened in 2022

# Luxury

## A Global Leader in Luxury

ORIENT EXPRESS \ RAFFLES \ FAENA  
BANYAN TREE \ FAIRMONT  
EMBLEMS \ SOFITEL



Accor has curated one of the most extraordinary luxury portfolios in the world. Counting iconic names such as Raffles, Fairmont and Sofitel, the Group's luxury brands consistently surpass the expectations of guests, providing transformative experiences and thoughtful, high-touch service.

**7**  
*brands*

**270+**  
*hotels*

**73,000+**  
*rooms*

Raffles London at The OWO – Opening summer 2023





*Exclusive Travel  
Experiences*

# Symbol of Luxury Travel & Timeless Refinement



Artisan of travel since 1883, Orient Express sublimates the Art of Travel with its luxury trains, unique experiences, and collections of rare objects. And coming soon, in addition to its first hotels in Rome and Venice: Orient Express La Dolce Vita will welcome its first passengers on board its luxury trains in 2024. The legendary train is also heading out to sea with the world's largest sailing ship Orient Express Silenseas to set sail in 2026.

Orient Express Silenseas, the world's largest sailing ship setting sail in 2026







17

Brands

135

Hotels &amp; Resorts

160+

Pipeline

76

Iconic Venues

290

Restaurants &amp; Bars

## The fastest-growing *lifestyle* hospitality company.

Ennismore is a *global collective* of *entrepreneurial* and *founder-built* brands with *creativity & purpose* at their heart. Ennismore curates and manages *unique properties* and *experiences* in some of the most *exciting destinations* around the world.



SO/ Paris



The Hoxton, Poblenou

*Lifestyle Collective:* 21c Museum Hotel, 25hours, Delano, Gleneagles, Hyde, JO&JOE, Mama Shelter, Mondrian, Morgans Originals, SLS, SO, The Hoxton, TRIBE, Working From\_  
*Immersive Resorts:* Rixos | *Iconic Venues:* Paris Society







Pullman Suzhou Taicang – China – Opened in January 2022

## Premium Diverse Guest Experiences for Every Type of Traveler

MGALLERY \ MANTIS \ ART SERIES \ PULLMAN  
SWISSÔTEL \ MÖVENPICK \ GRAND MERCURE  
PEPPERS \ THE SEBEL



Our premium brands are known for their distinctiveness and unique character. From the storied portfolio of MGallery Hotel Collection to the culinary brilliance of Mövenpick; Pullman's energy to Swissôtel's vitality, each brand provides a custom-made guest experience unlike any other.

**9**  
*brands*

**560+**  
*hotels*

**122,900**  
*rooms*



Hotel Maison Sofia – MGallery – Bulgaria – Opened in April 2022



# Midscale A Vanguard of Power Brands

MANTRA \ HANDWRITTEN \ NOVOTEL  
MERCURE \ ADAGIO

Accor's 50+ year history began in France with leading edge concepts in hospitality, bringing leisure travel and hotel stays to the broader public with innovative brands such as Novotel and Mercure, which make Accor a global leader in the midscale segment. The Group recently diversified its offering with the launch of Handwritten Collection.

5  
brands

1,700+  
hotels

265,000+  
rooms







ibis Styles Roma Aurelia – Italy – Opened in April 2022

## Economy Easy-going Style and Excellent Value

BREAKFREE \ IBIS \ IBIS STYLES  
GREET \ IBIS BUDGET \ HOTELF1



Our economy brands provide spirited, easy-going and fun travel experiences with great value guaranteed. The hotels are as popular with traveling guests as they are with locals, due to their strong brand markers, welcoming styles and strong ties to local communities. Accor is a market leader in the economy segment.

6

*brands*

2,790+

*hotels*

314,000+

*rooms*



Greet Colmar – France – Opened in May 2022



30

*extended stay &  
branded  
private residences  
global brands*

*Extended stay hotels  
& branded private  
residences*

# Unrivaled Residential Expertise

Accor offers the industry's most comprehensive portfolio of extended stay and branded residences, with projects ranging from the high-end luxury market to premium and midscale offerings, and an increasing number of highly compelling lifestyle-driven communities.



Raffles Boston Back Bay Hotel & Residences

## Accor One Living

*An industry-first platform focused on the development, design and operation of mixed-use projects and branded living communities*

**apartmentsandvillas.accor.com**

*Website dedicated to rentals and stays of up to 120 days in more than 60,000 apartments, villas and chalets*

## onefinestay

*The finest homes, villas and chalets in the most desirable destinations*



Carlingford Road III – London - onefinestay



## Resorts

# A World-class Network of Leisure Destinations

**450+**  
resorts

**27**  
brands

**[resorts.accor.com](https://resorts.accor.com)**  
*a dedicated platform  
for resort showcase  
and booking*

Accor has a strong expertise and resort network across all segments and destinations. With a wealth of offerings in restaurants & bars as well as entertainment, wellness, sports and family activities, our hotels are fully equipped to offer the best resort experiences to our guests. We are accelerating our expansion in this fast-growing market with our All-Inclusive Collection, a unique platform of multi-branded luxury and premium offers.





INK Hotel Amsterdam – MGallery - Netherlands



Hotel Les Capitouls Toulouse Centre, Handwritten Collection - France - Opening May 2023

# Collection Brands Meeting the Needs of Independent Hoteliers

3

brands

3

segments



Accor responds to the growing desire for authenticity and personal experiences with 3 global collection brands across 3 segments: MGallery in the upper upscale space, Emblems Collection in the luxury category, and the newly launched Handwritten Collection in the midscale segment. Designed with the needs of independent and boutique hotel owners in mind, each property within an Accor collection brand respects the hotelier's vision, which is paramount, with the original character of the hotel continuing to shine.

Emblems Collection hotel at the West Lake of Hangzhou



# A Range of Meeting & Working Solutions



Accor offers coworking and flexible workspace solutions to meet all needs, from freelancers to employees to companies. We also offer a wide variety of solutions to host meetings and events in our properties around the world.





# Embracing Evolving Needs in Ways of Working

Further reinforced by the health crisis, remote working & new ways of meeting are here to stay.

And Accor is well equipped to welcome professionals with workspace solutions and services - coworking, office spaces, meeting solutions - for individual workers as well as for companies, both close to home and during travels.

## MEETING SPACES

*A range of modular meeting spaces supported by hybrid meeting solutions*

## SHARED COWORKING SPACES

*Wojo Spots & Wojo Corners adapted to nomad and remote workers, with an alternative to working from home, or for stopping in for a few hours...*


## FLEXIBLE PRIVATE OFFICE SPACES

*Use of guest rooms or meeting rooms as office spaces, both with flexible day offers and dedicated private office spaces*





# Meeting All Needs



With state-of-the-art equipment supported by innovative solutions, 3,500 of our hotels around the world reward clients when they plan a professional event, enabling seamless physical & virtual meetings, and providing instant online booking for groups. A unique combination that ensures that every business event is a success for our guests.

## ALL CONNECT

*An innovative solution for seamless physical & virtual meetings worldwide*

## ALL MEETING PLANNER

*Loyalty program for event organizers*

## GROUPSYNC

*Instant online booking for groups in our hotels*

**18,500+**  
*meeting rooms*





# Co-working Flexible Offices, Workspaces & Solutions

**WOJO** is one of the European leaders in flexible offices and workspaces. The brand offers spaces with a wide range of services available to remote workers and companies alike.

**500**

*Wojo locations within  
the Accor network*

**WORKLIB** empowers every organization to easily design the hybrid workplace around people. Teams can book the right workspace and admins leverage the right insights.

**5,000+**

*workspaces across  
8 countries*



# Curating Unique Experiences



Thanks to our unrivaled network encompassing hotels, restaurants & bars, spas, and entertainment & nightlife venues, we bring our clients an unlimited selection of experiences, bespoke events and sophisticated venues.







## *Food & Beverage*

# A Key Ingredient in the Hospitality Experience

Our ambition is to make Food & Beverage at the heart of the guest experience by creating one-of-a-kind authentic experiences and unique concepts that attract locals and travelers alike. We build on a locally driven approach to bring the highest level of expertise and excellence to serve delicious meals that are respectful of the environment and the seasons and to create stand-out places that are rooted in their communities. Ennismore's fully integrated in-house F&B studio, Carte Blanche, delivers extraordinary culinary and mixology destinations, from concept to execution.

**RESTAURANTSANDBARS.ACCOR.COM**

*A curated selection of attractive Accor restaurants searchable and directly reservable*

**PARIS SOCIETY**

*Exceptional restaurants, laboratories of a new art of dining*

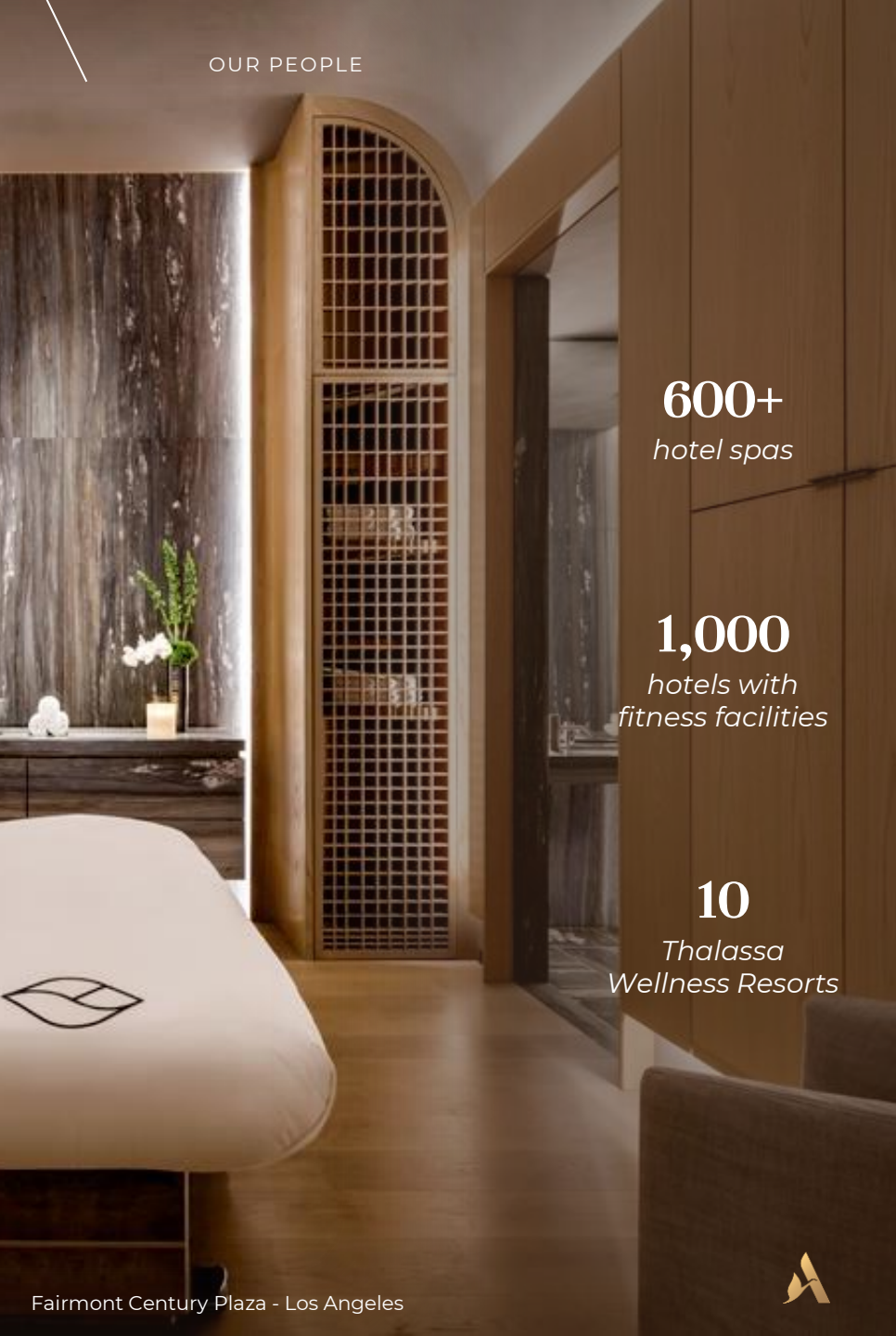
**10,000+**

*restaurants  
& bars*

**100,000**

*talented team  
members in F&B*





**600+**  
*hotel spas*

**1,000**  
*hotels with  
fitness facilities*

**10**  
*Thalassa  
Wellness Resorts*

## Wellness

# Holistic Experiences Across the Guest Journey

Wellness is not a passing trend, but has become a daily lifestyle objective and growing expectation of our clients, fueled by a renewed desire to improve life and embrace what the world has to offer. Accor brings a holistic vision and expertise to foster guests' physical and emotional health and well-being, delivering rich and fulfilling wellness experiences embedded across every guest journey: from spa & fitness, to nutrition and sleep, to design and surrounding environment...



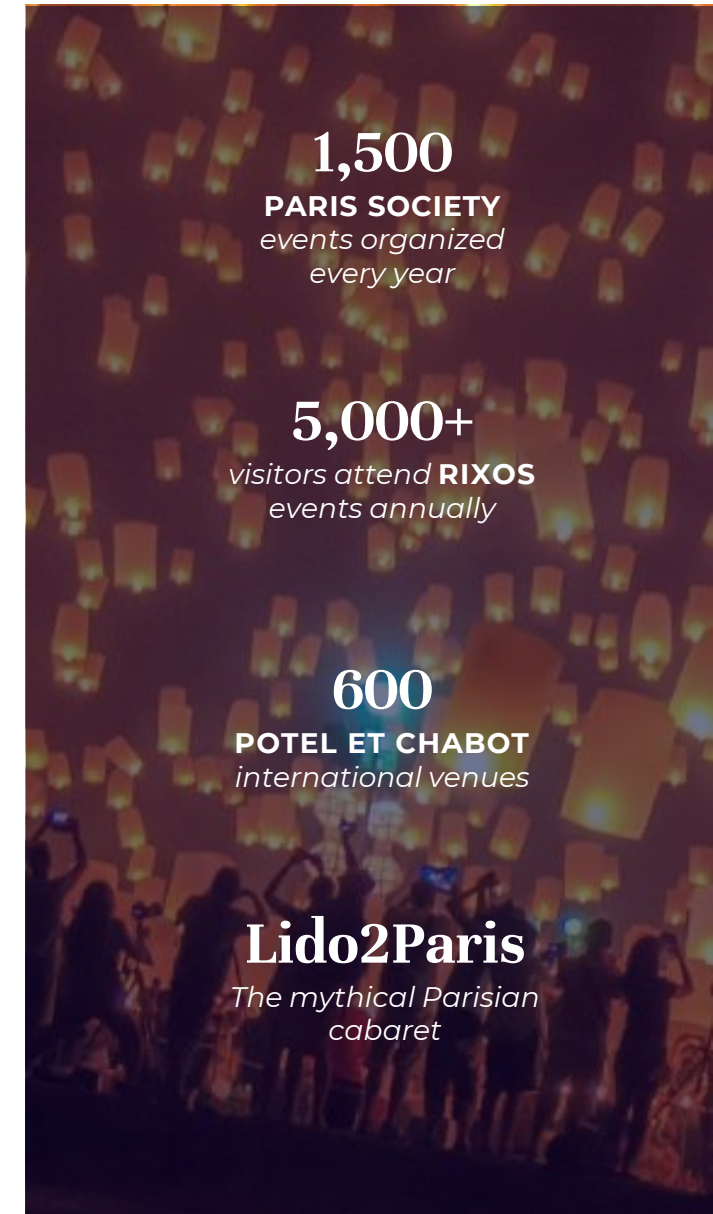




## Entertainment & Nightlife

# Making New Memories

In unforgettable places all over the world – from rooftop venues to underground clubs, breathtaking bars to remarkable restaurants – Accor offers the very best in entertainment all year round thanks to expert brands, as well as bespoke concepts & events launched by our hotel brands. We continue to make every guest experience truly exceptional by creating new ways of making memorable moments.





## *Leisure & Sports Events*

# The Best of Iconic Events

Creating emotion is our passion.

It is therefore natural for us to associate our brands with exhilarating experiences and emblematic venues.

Through a range of international collaborations, we are creating inspired experiences all around the world, sharing our unique expertise with our partners.

## **FOOD**

*IMG*

*Taste of Paris,  
London & Sao Paulo*

*La Liste*

## **SPORT**

*Paris Saint-Germain*

*Roland-Garros*

*Rolex Paris Master*

*Rugby World Cup 2023*

*JO 2024, in France*

*Accor Stadium (Australia)*

*Australian Open*

## **MUSIC**

*AEG*

*Accor Arena*

*British Summer Festival*

*Montreux Jazz Festival*





# Innovative And Expert Business Services & Solutions



Accor brings business partners its expertise, support and solutions to maximize performance and ensure success at every step of our collaboration - developing distribution, optimizing hotel operations and enhancing the customer experience.





# Driving Performance & Value for our Partners

Accor provides a firm foundation of comprehensive services & expertise, across operational management, Talent, sustainability, procurement, distribution, loyalty, digital, and much more. We accompany our business partners to adapt, develop their businesses and realize their full potential - making us a preferred partner for hotel owners all over the world. Our Global Shared Platform delivers expertise and tailored services to our two dedicated divisions.

## GLOBAL SHARED PLATFORM

*Digital, Technology and Procurement expertise*

## D-EDGE

*Our hotel distribution technology provider managing our central reservation system*

## ALL - ACCOR LIVE LIMITLESS

*Our all-in-one digital ecosystem*

## OPERATIONAL EXPERTISE

**140+**

*worldwide D&TS professionals*

**29**

*procurement offices*

**56**

*sales offices*







## *Distribution Business Boosters*

# Innovative Solutions to Maximize Performance

D-EDGE \ GEKKO \ VERYCHIC

Our Business Boosters include brands, solutions & services bringing their deep expertise to drive day-to-day operations and performance:

**D-EDGE** offers leading-edge cloud-based e-commerce solutions;

**GEKKO** Group is the B2B specialist in hotel distribution platforms and loyalty programs;

**VERYCHIC** is a members only travel agency, with exclusive offers up to 70% off.

**D-EDGE**

**17,000**

*hotels customers*

**VERYCHIC**

**10M**

*members*

**GEKKO**

**100%**

*owner of its  
technologies*



5,500+  
*Astore clients*

350+  
*John Paul  
concierges*

*Operations & Experiences  
Business Boosters*

# Personalized Assistance Where and When Needed

ASTORE \ JOHN PAUL

**ASTORE** is the procurement partner to cover all hospitality sector needs with an extensive range of products and services.

**JOHN PAUL** combines the unique know-how and skills of its Concierges and the operation of a global digital platform with ultra-personalized content.







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