



# *Group Overview*

02/2024





# Manifesto

Our hospitality has feeling,  
we offer heartfelt care that inspires unforgettable experiences.

Whether you are with us to live, work or play,  
we lead the way to a future where hospitality connects cultures.

With powerful brands delivering exceptional experiences and value,  
we pioneer the art of responsible hospitality.

Through innovation rooted in talent, creativity and a human touch,  
we sustainably give back to our people, planet and many  
communities.

Together with our partners, guests and neighbors,  
we transform everyday moments and unlock a life lived with passion.

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





Raffles – The OWO – United Kingdom

ACCOR IS A  
**LEADER**



LEADER CARETAKER PIONEER

WHO WE ARE

# Innovating the art of hospitality

Accor represents a diversified ecosystem of tailored hospitality services and experiences with an unrivaled portfolio across geographies, segments and activities.

A trusted expert and preferred partner for hotel owners, our business model is optimized to deliver maximum value with an attractive global offering and world-leading guest services and experiences.

The spirit of Accor is embodied in our team of 330,000+ Heartists®, who infuse passion for hospitality with genuine care to craft truly distinctive experiences and foster meaningful connections.

ACCOR IS REDEFINING  
THE HOSPITALITY OF TOMORROW  
THROUGH AN ECOSYSTEM  
OF MORE THAN 45 HOTEL BRANDS  
AND 10+ SERVICES TAILORED TO  
NEW WAYS OF LIVING, TRAVELING  
AND WORKING.

**#1\***

*in Premium, Midscale  
& Economy*

**#2**

*in Luxury & Lifestyle*

*\*Except US and China*

MGallery - DongFengYun Hotel MiLe - China



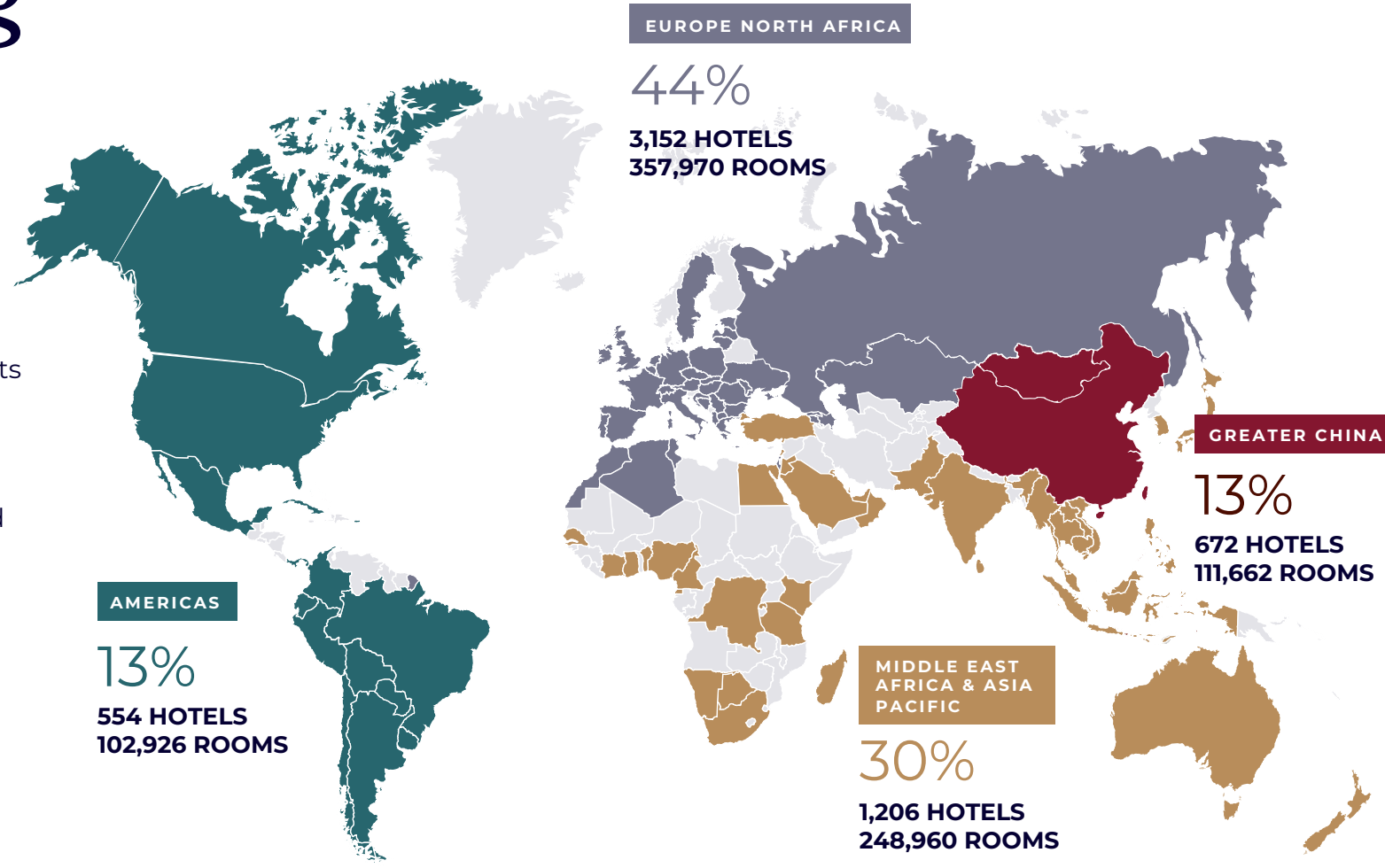


WHERE WE ARE

# Welcoming guests worldwide

Accor has built leadership positions across multiple segments from its Premium, Midscale & Economy powerhouse and Luxury & Lifestyle brand collection with iconic and beloved brands for travelers across all segments.

With hotels and services in 110+ countries, Accor is the number one hospitality player outside of the US and China, with leadership positions in Europe, the Middle East, South America, Africa, South East Asia and the Pacific.



**NETWORK**

5,500+ hotels

821,000+ rooms

**PIPELINE**

1,300+ hotels

225,000+ rooms

GROUP OVERVIEW



WHAT WE DO

# Reimagining the hospitality ecosystem

Spanning segments, activities and geographies, Accor has become the most diverse brand portfolio in the industry.

A perennial leader in Economy & Midscale hotels, Accor has expanded to craft truly distinctive experiences and foster meaningful connections for guests of all means across the hospitality ecosystem.

**45+**  
*hotel brands*

**330,000+**  
*Heartists®*

**5,500+**  
*hotels*

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

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

**1,000+**  
*hotel spas*

**100+**  
*partners of ALL*

**2,000+**  
*hotel with fitness facilities*



Fairmont Jaipur - India



Hôtel Faber Park Singapore - Singapore



HOW WE WORK

# Optimizing value through diversified and dedicated divisions



LEVERAGING THE STRENGTHS AND DISTINCTIVENESS OF OUR BRANDS AND UNIQUE STRUCTURE, ACCOR SERVES OUR GUESTS' AND PARTNERS' NEW WAYS OF LIVING, WORKING AND TRAVELING.

5,500+ hotels

821,000+ rooms



LEADER CARETAKER PIONEER

LUXURY

# Elevating the experience of excellence

With iconic names like Raffles, Fairmont and Sofitel, Accor has curated one of the most extraordinary luxury portfolios in the world.

Consistently surpassing the expectations of guests, our luxury brands create transformative experiences with thoughtful, high-touch service, exemplified in the revitalization of Orient Express.

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

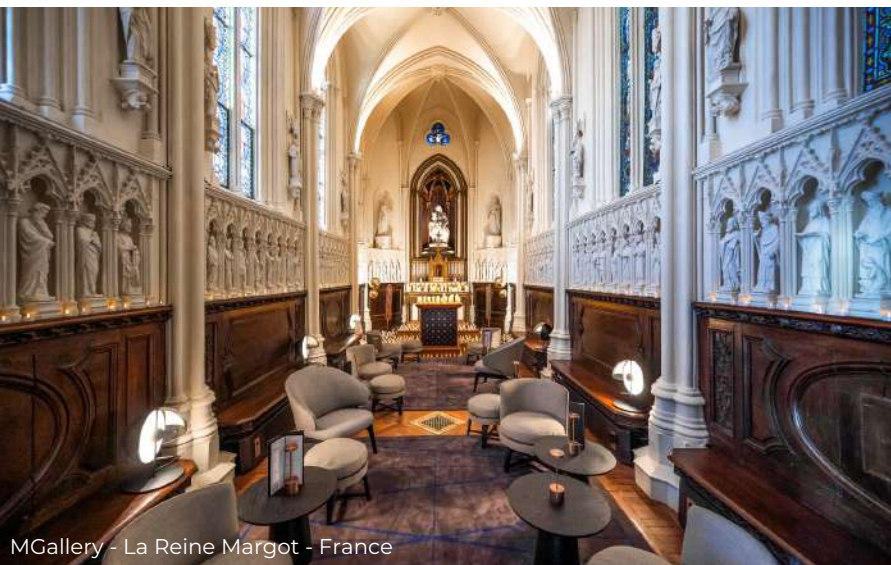
8  
brands

350+  
hotels

82,500  
rooms



Orient Express - La Doce Vita - Coming in 2024



MGallery - La Reine Margot - France

GROUP OVERVIEW





LIFESTYLE

# Attracting guests through a local allure



Tribe Lyon Croix Rousse - France



Mondrian Bordeaux Hôtel des Carmes - France

21C MUSEUM HOTEL  
25 HOURS \ DELANO GLENEAGLES  
HYDE JO&JOE \ MAMA SHELTER  
MONDRIAN \ MORGANS ORIGINAL  
SLS \ SO \ THE HOXTON  
WORKING FROM \ RIXOS  
PARIS SOCIETY

Accor has long recognized the value of the Lifestyle hospitality segment, investing in both innovative hotels like Mondrian and SLS as well as event organizers like Paris Society.

With over 300+ acclaimed restaurants and bars including those from Mama Shelter and The Hoxton, Accor's Lifestyle brands draw guests from not only around the world, but also down the street.

**17**  
*brands*

**159**  
*hotels*

**123**  
*hotels in pipeline*



LEADER CARETAKER PIONEER

PREMIUM

# Curating character for the discerning traveler

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

8

*brands*

460+

*hotels*

110,000+

*rooms*

Accor's premium brands are known for their distinctiveness and unique character, delivering experiential and sophisticated offerings.

From Pullman's energy to the culinary brilliance of Mövenpick and Swissôtel's vitality, each brand provides a custom-made guest experience unlike any other.



Swissôtel Kursaal Bern - Switzerland



Angsana Zhuhai Hengqin - China

GROUP OVERVIEW



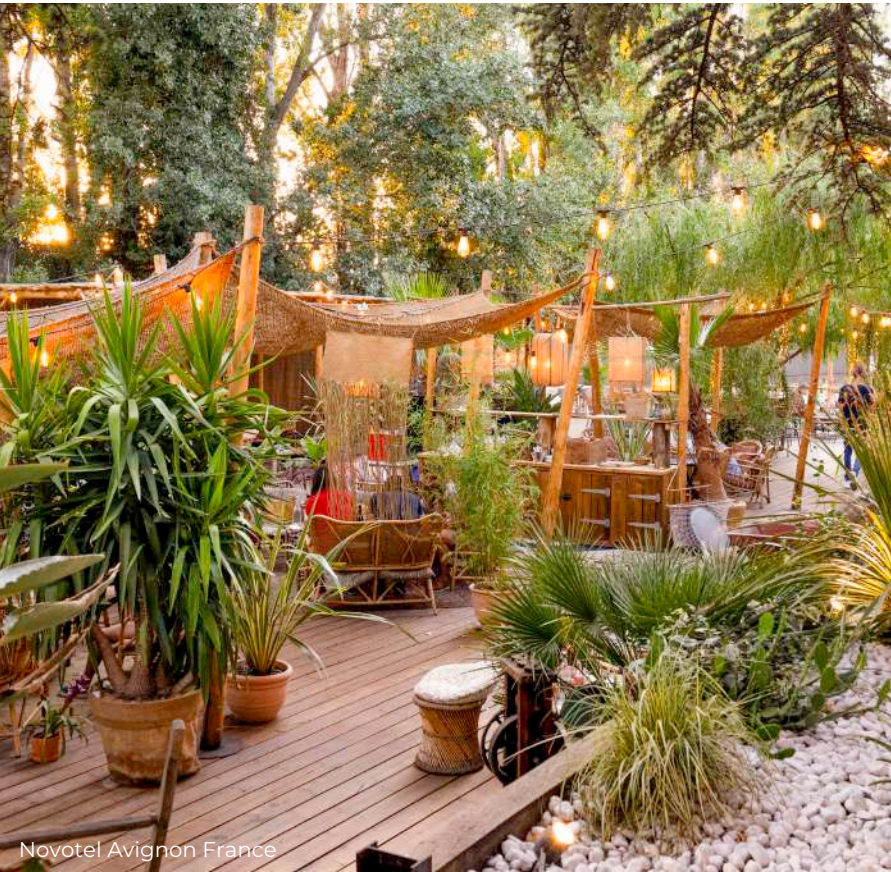
LEADER CARETAKER PIONEER



MIDSCALE

# Expanding access to leisure travel

MANTRA \ HANDWRITTEN  
COLLECTION \ NOVOTEL  
MERCURE \ ADAGIO \ TRIBE



Accor's 50+ year history began in France, when Novotel and Mercure made leisure travel and hotels accessible to the broader public.

Our midscale segment has remained a global leader in exemplary thoughtful, quality experiences ever since, recently diversifying our suite of unique properties with the launch of Handwritten Collection.

6

brands

1,780

hotels

276,000+

rooms



ibis Styles Dijon Sud Domaine De Beauregard - France



ibis Styles Rotterdam Ahoy - Netherlands

LEADER CARETAKER PIONEER

ECONOMY

# Ensuring style and substance for value-first visitors

A market leader in the segment, Accor's economy brands provide fun, comfortable and reliable travel experiences with great value guaranteed.

Due to their strong brand markers and ties to local communities, hotels like greet and those in the ibis family are as popular with locals as they are with traveling guests.



BREAKFREE \ IBIS  
IBIS STYLES \ GREET  
IBIS BUDGET \ HOTELFI

6

*brands*

2,825+

*hotels*

317,000

*rooms*



ACCOR IS A  
**CARETAKER**

Novotel London Greenwich - Londres - United Kingdom

A CARETAKER BY NATURE

# Mobilizing for change with passion and generosity

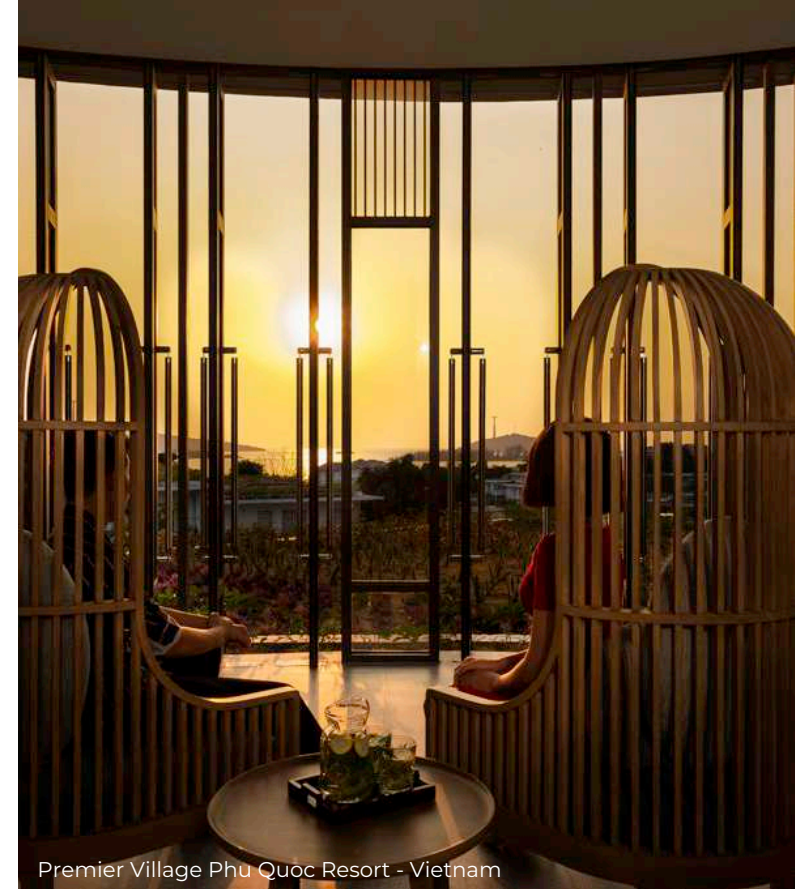
For 30 years, Accor has committed itself to sustainability and a community-centric approach. We seek to give back more than we take, preserving biodiversity and connecting with local cultures.

Meaningful change will only be achieved through a collaborative approach. Accor is working with its peers and partners in local and global coalitions to move forward more quickly towards a strong, responsible and sustainable hospitality mode, embedding sustainability across all aspects of our operations.

OUR VISION IS TO MAKE  
EVERY STAY A CONTRIBUTION  
TO SOCIETY AT LARGE,  
LOCAL COMMUNITIES  
AND THE ENVIRONMENT,  
WHAT WE DEFINE AS  
'NET POSITIVE HOSPITALITY'.

## OUR COMMITMENTS

- 1. Reduce carbon emissions**  
by 46% on scope 1&2 and  
28% on scope 3 by 2030
- 2. Remove all single-use plastic items** in guest experience from its hotels
- 3. Reinforce actions to reduce food waste** in hotels
- 4. Continue to foster a culture of diversity and inclusion.**



TALENT & CULTURE

# Placing people at the heart of hospitality

Hospitality holds a unique social power for facilitating upward mobility.

Accor embraces its role as a social elevator and has a major focus on recruiting and developing Talents who are seeking flexible and purposeful jobs with better recognition and pay beyond the regular employee value proposition.

This is why learning is ingrained in our culture. With Accor Academies worldwide and online, we provide access to leading training and development programs to empower our team members to be actors of their professional growth.

**140,000+**

*recruitments in 2023*

**300+**

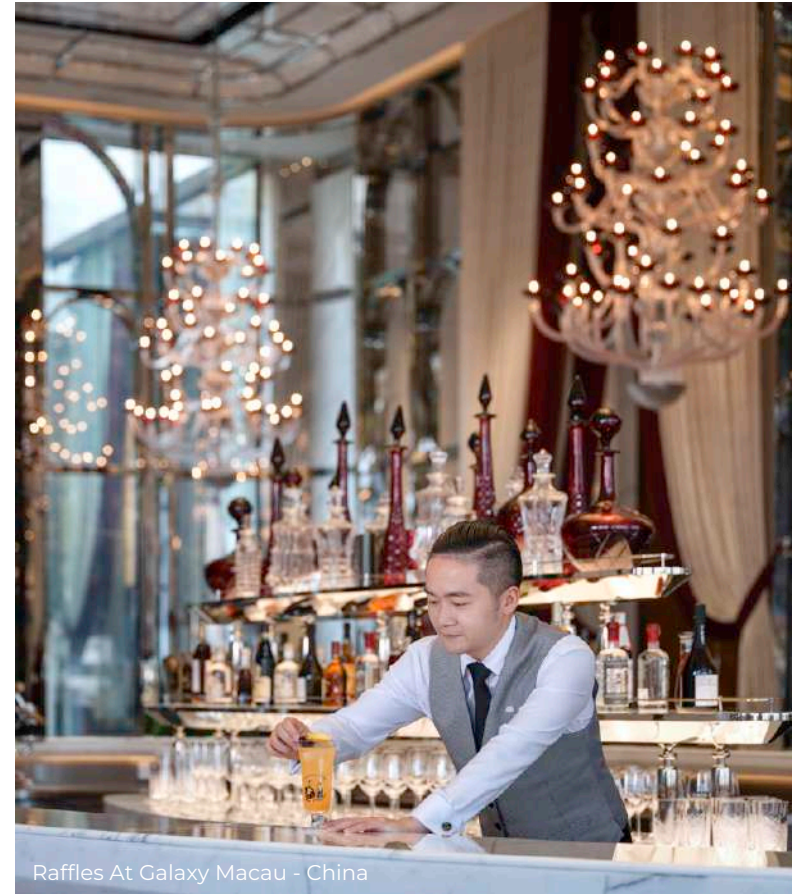
*types of jobs*

**6.2M**

*hours of training conducted among team members in 2023*

**4**

*regional Accor Academy leading on-site and remote learning*



Raffles At Galaxy Macau - China



DIVERSITY, EQUITY & INCLUSION

# Turning our vision of community into reality

Diversity and Inclusion is embedded in Accor's DNA, driven by the ambition to foster openness and workplace equality, combat discrimination, offer empowering opportunities and support hospitality's role as a social elevator.

Our ambition is to prevent inequalities & discrimination at work and provide unrestricted opportunities, with particular care given to:

- Gender diversity and equality
- Inclusion of people with disabilities
- Richness of social, ethnic, racial and cultural diversity
- LGBTQI+ inclusion

**20,000+**

*Members of our gender equality network RiiSE*

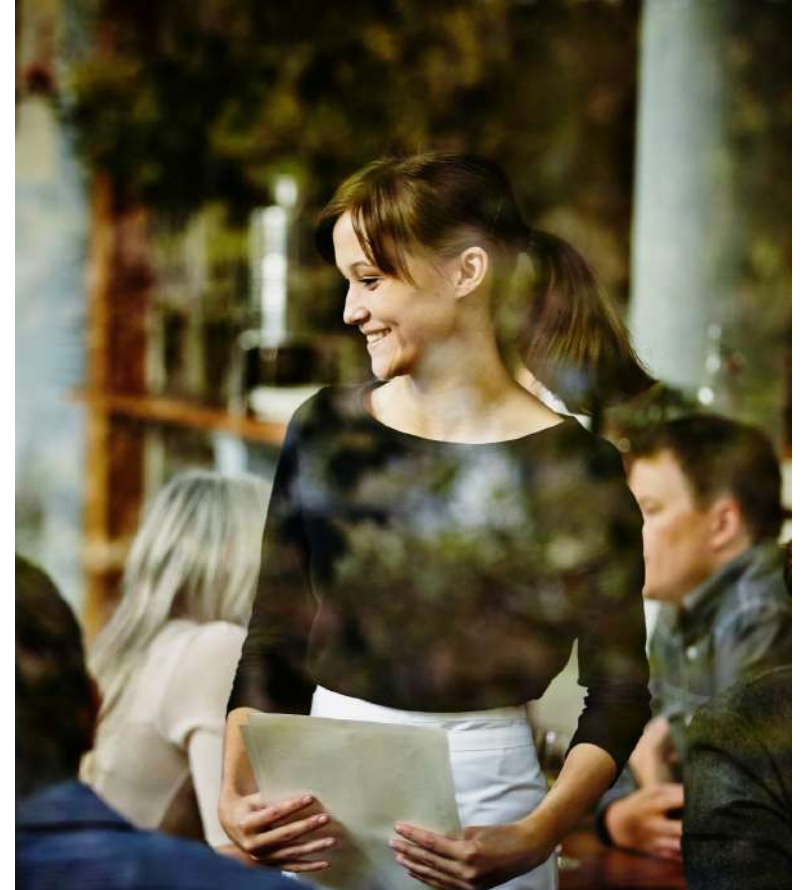
**59%**

*employees without a university degree*

**42%**

*of team members are women*

*\*2023 engagement survey*





SUSTAINABILITY

# Committing to responsible hospitality

We are putting sustainability at the core of everything we do, implementing a transformative plan to engage all stakeholders within our company, future-proof our business model, and switch from compensation to contribution.

Accor has placed Nature and People at its core, infusing our ecosystem with three operating pillars: Stay, Eat and Explore.

## Stay

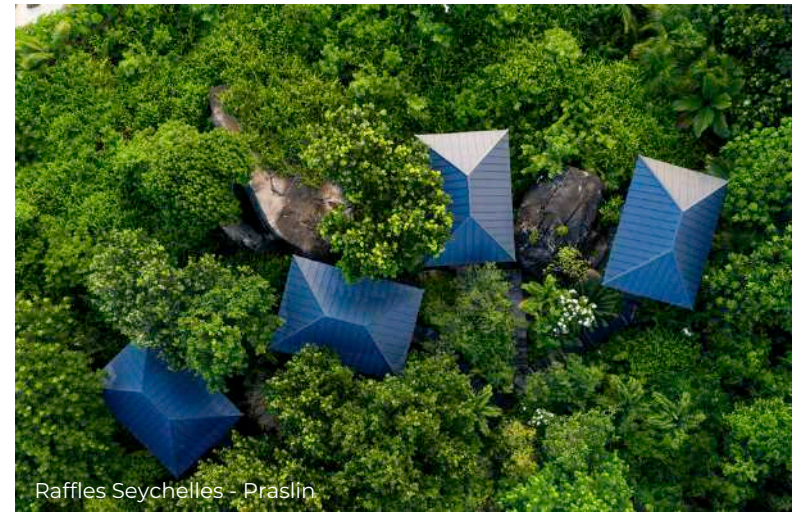
*Embedding circularity into our operations, preserving resources and decarbonizing hotels*

## Eat

*Transforming agricultural practices and food models while enhancing food experiences*

## Explore

*Anchoring hotels in their territory and being a force for good for local populations and the environment*



Raffles Seychelles - Praslin





## OUR COMMITMENTS

# Setting new standards for sustainability

We have set clear objectives to progress on our sustainability journey with the Group. Our initiatives and results are recognized by renowned environmental institutions.

In early 2024, Accor was awarded an 'A' rating for our environmental leadership and actions on climate change by CDP, the global environmental non-profit, and, in 2019, our carbon reduction targets were validated by the Science-based Targets initiative.

We also play an active role within the Sustainable Hospitality Alliance and the Hospitality Alliance for Responsible Procurement, setting new standards for the industry.

## -79%

*of hotels that have eliminated all single-use plastics*

## 90%

*of Top 3001 hotels having defined their food waste benchmark\**

## 100%

*of suppliers committed to the Responsible Purchasing Charter.*

*\*in grams per place setting.*



Feline Fields by Mantis - Maun - Botswana



## SOLIDARITY

# Supporting our people and planet

Accor believes hospitality extends to the communities around our hotels, and our presence in any locale should give back more than we take.

In April 2020, the Group created the €70M ALL Heartist Fund to support its team members facing financial difficulties during the pandemic. Since then, the All Heartist Fund has broadened its scope and supported over 110,000 applications for aid to immediate disaster and crisis relief causes.

Additionally, our solidarity endowment fund - Accor Heartist Solidarity endowment fund - supports individuals as well as projects developed by local associations & NGOs, offering both immediate relief and long-term solutions.

## 475

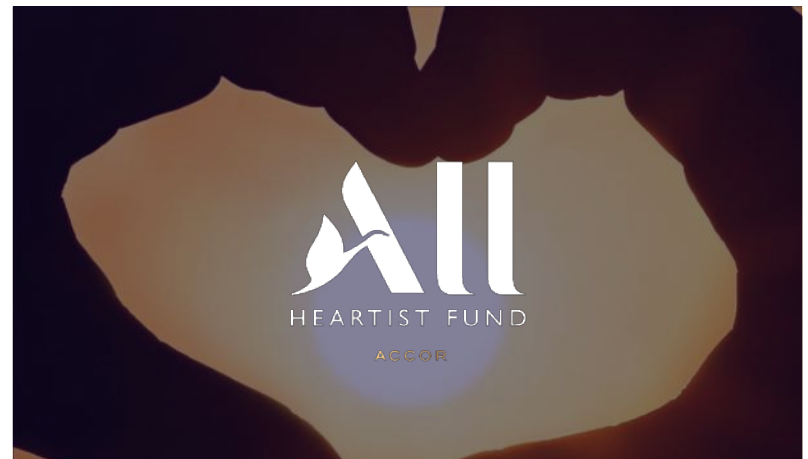
projects

## 50+

countries

## 2,300

*clients and Heartist® supported  
the Fund's actions with donations*





ACCOR IS A  
**PIONEER**

Mgallery - Hotel Mi'Le - China

AN ECOSYSTEM OF EXPERIENCES

# Taking hospitality further

At Accor, we anticipate opportunities to innovate, adapt, and pioneer what it means to be a hospitality provider.

Hotels are no longer just for tourists. They are authentic spaces and living hubs for guests and locals alike, one part of a holistic ecosystem that includes food and beverage, entertainment, coworking and more.

Accor is catering to this reinvented way of traveling, living and working with our comprehensive portfolio and powerful loyalty program, empowering travelers to discover unique and personalized moments in line with their evolving needs.



ACCOR IS PIONEERING  
THE HOSPITALITY OF TOMORROW,  
FOSTERING INNOVATION  
AND INSPIRING NEW WAYS  
TO EXPERIENCE THE WORLD.

GLOBAL SHARED SERVICES

# Advancing operations with innovative technology

Accor believes in pioneering hospitality services not only for our guests, but also hotel owners, partners and entrepreneurs.

Accor is transforming the way guest experiences are delivered on a global scale, offering our clients a unique expertise and innovative technologies to support operations and achieve ambitions for business performance, guest experience and maximum value.



## Digital & Business Factory

*Digitalization is a major lever for our hospitality model, delivering customized, seamless and augmented experiences while providing more moments for human connections and personalized touches.*

## Accor Tech

*Strategic and smart applications of advanced technology keeps us ahead of the pack with quick responsiveness, relevant solutions, understanding of local clients and closer connections with our guests.*

## Procurement

*Our innovative procurement solutions provide Accor with a true competitive advantage ensuring we can support our clients across business performance, resilience, innovation and sustainability.*



ALL - ACCOR LIVE LIMITLESS

# Redefining limitless with lifestyle rewards

ALL – Accor Live Limitless is the Group’s world-class lifestyle loyalty program, integrating the widest range of brands, rewards, services and experiences for our clients, as well as an all-in-one online booking platform providing easy access and the best prices.

At the heart of Accor’s powerful, fully integrated hospitality ecosystem, ALL expands our touchpoints, services and relationship with our clients beyond travel into their daily lives, lifestyles, and communities as they work, live, play, and do business.



**ALL**  
ACCOR • LIVE LIMITLESS

**5,500**  
*hotels*

**100+**  
*ways to earn & use points*

**2,000+**  
*exclusive events all over the world*

**100+**  
*partners*



## PARTNERSHIPS

# Amplifying live events with emotion

Creating emotion is our passion. It is therefore natural for us to associate our brands with exhilarating experiences and emblematic events that align with our values.

In addition to Accor Arena, which plays host to 1.5 million spectators a year for world-class entertainment and sporting events, Accor has the privilege of partnering with the 2024 Paris Olympic and Paralympic Games to showcase what hospitality means and share the power of emotion with the world.



Inauguration Ceremony - Paris 2024

*PARIS OLYMPIC GAMES 2024*

*AMERICAS CUP 2024*

*MONTREUX JAZZ FESTIVAL 2024*

*PSG FOOTBALL TEAM SPONSOR*

*AND SO MANY MORE!*



EXTENDED STAY &amp; PRIVATE RENTAL

# Extending the extended stay across segments

Accor offers the industry's most comprehensive portfolio of extended stay solutions, ranging from economy to luxury, and is the largest operator outside the US in the extended stay segment.

Accor also offers a range of private rentals through onfinestay's curated selection, as well as access to 33,000 villas, apartments and private rentals worldwide available for booking through a dedicated website.



Mercure Grands Boulevards – Paris - France



Novotel Lombok - Indonesia

[apartmentsandvillas.accor.com](https://apartmentsandvillas.accor.com)

*Website dedicated to rentals and stays of up to 120 days*

**14**

*global Extended Stay brands*

**380**

*Extended Stay Hotels*

BRANDED RESIDENCE

# Developing residence across regions

Accor's diverse portfolio of branded residences features privately owned apartments, villas and chalets which are developed, designed, and serviced to the standards of its globally recognized brands.

Building off the renowned presence of our brands across regions, Accor's residential properties range from the high-end luxury market to premium and midscale offerings, combining exclusivity and the comfort of hotel living, with a comprehensive array of on-demand hospitality services.



Fairmont Century Plaza - Los Angeles - United States



Raffles Residence Boston Black Bay - United States

## Accor One Living

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

## accor-residences.com

*Website dedicated to Accor's branded residential portfolio, properties and benefits*



RESORTS

# Infusing the all-inclusive with all-exclusive

Our hotels are fully equipped to offer the best resort experiences to our guests with a wealth of offerings in restaurants and bars as well as entertainment, wellness, sports and family activities.

We have accelerated our expansion in this fast-growing market with our dedicated All-Inclusive Collection, a platform with a highly curated selection of 30+ luxury and premium resorts redefining the all-inclusive experience.



Fairmont Royal Palm Marrakech - Morocco



Rixos Sharm El Sheikh - Egypt

RIXOS \ SO  
SWISSÔTEL \ HYDE \ MONDRIAN  
SLS \ FAIRMONT

**25+**  
*resort brands*

**60**  
*destinations*

**450**  
*resorts*

WORKSPITALITY

# New workspaces for new ways of working

Remote & flexible working and new ways of meeting are here to stay.

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



Mama Shelter Dijon - France

WOJO \ WORKLIB

MAMA WORKS

## Meeting Spaces

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

## Shared Coworking Spaces

*Wojo coworking spaces 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*

## MEETINGS &amp; EVENTS

# Creating greener event spaces and practices

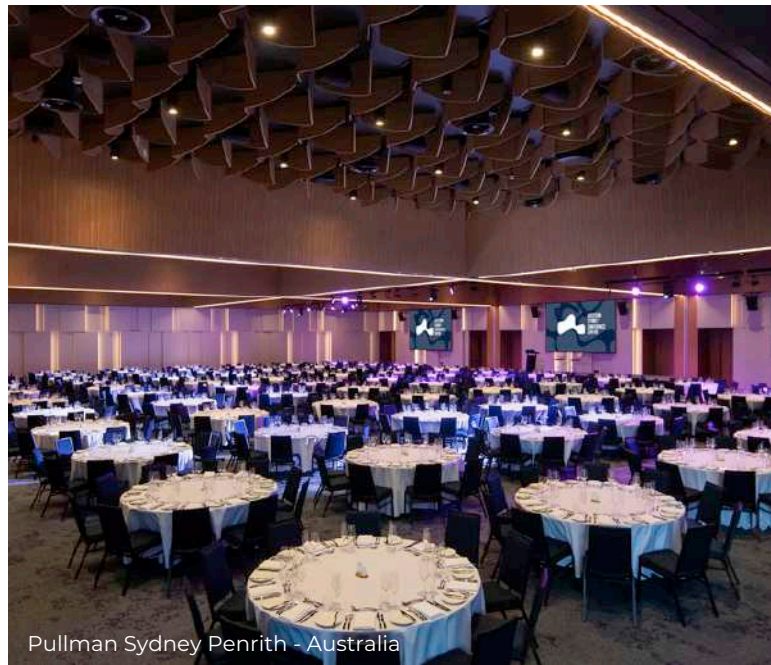
Accor's hotels around the world offer flexible, modular event spaces and meeting rooms, supported by state-of-the-art technology and equipment and innovative hybrid solutions for a more sustainable events with a lower carbon footprint.

Whether a multi-day conference or once-in-a-lifetime wedding, the expert accompaniment and service of our teams ensures that every event is a success for our clients.

We also offer a range of online solutions for seamless booking and planning.



Fairmont Ramla Riyadh - Saudi Arabia



Pullman Sydney Penrith - Australia

**18,500+**  
meeting rooms

**20,000+**  
workspaces  
worldwide



ENTERTAINMENT &amp; NIGHTLIFE

# Introducing new ways to make stays memorable

Thanks to the unique expertise of our hotels and the bespoke events and concepts launched by our brands, Accor connects guests with the very best in entertainment and nightlife in unforgettable environments.

Accor has invested in a range of entertainment offerings and venues, from rooftops and underground clubs, to breathtaking bars and remarkable restaurants, offering unique themes and experiences and catering to a range of demographics and preferences.



Lido2Paris - France



Abbaye des Vaux de Cernay - France

PARIS SOCIETY \ RIXOS  
POTEL & CHABOT \ SAINTCLAIR  
LIDO2PARIS

**1,500+**  
*events organized by Paris  
Society every year*

**500**  
*exceptional Momense  
partner venues*



FOOD &amp; BEVERAGE

# Transforming dining rooms into destinations

Our ambition is to create one-of-a-kind F&B experiences with unique concepts that attract locals and travelers alike.

We build on a community-centered approach to serve delicious environmentally-conscious meals in stand-out surroundings, delivering the highest level of expertise and excellence.

Ennismore's fully integrated in-house F&B studio, Carte Blanché, delivers extraordinary culinary and mixology destinations, from concept to execution.



Mövenpick - Living West Hanoi - Vietnam



MGallery - Liverpool - United Kingdom

**10,000+**  
restaurants & bars

**833,000**  
meals saved in the fight against food waste through partnership with Too Good to Go

**49%**  
of hotels have declared a food waste reduction program in 2022



WELLNESS

# Innovating a holistic 360 wellness experience

Accor understands wellness is a daily lifestyle objective and growing expectation of our clients.

Our holistic vision of hospitality fosters physical and emotional health and well-being, delivering rich and fulfilling experiences.

At our hotels, wellness is embedded across the guest journey: from spa and fitness to nutrition and sleep, as well as design and environment.



Pullman Ciawi Vimala Hills Resort - Bogor - Indonesia



Sofitel Legend Santa Clara Cartagena - Colombia

**2,000+**  
*hotels with  
fitness facilities*

**10**  
*Thalassa  
Wellness Resorts*

**1,000+**  
*spas*





BUSINESS BOOSTERS

# Maximizing performance for our partners

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

With purchasing partners and unrivaled loyalty programs as well as hospitality tech and travel agencies, Accor is helping our partners simplify and optimize business.



ASTORE \ D-EDGE  
GEKKO \ VERY CHIC \ JOHN PAUL

**8,000+**  
*Astore clients*

**17,000**  
*D-EDGE hotel clients*

**2M**  
*GEKKO GROUP accommodations*

**11M**  
*Very Chic Members*

**350+**  
*John Paul Concierges*



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