

Introducing
Accor's New Corporate Website

A transformed digital experience that
brings the Group's Purpose to life



Fast Facts

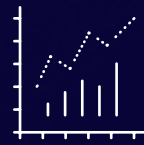
Group.Accor.com

Group.Accor.com serves as the global hospitality Group’s corporate website, providing external audiences (hotel owners, hotel developers, suppliers in the hospitality industry, prospective hotel employees, guests, etc.] with a central hub for understanding the Group, its global hospitality strategy, brand portfolio of properties, and activities. The website provides deep insights into partnership opportunities, business models, financial performance, the latest news, and relevant stories.

As a pivotal global interface connecting a diverse ecosystem of highly qualified stakeholders within the hospitality industry, the platform demonstrates substantial reach through an impressive annual volume of 2.9 million page views and 1.7 million unique visitors, with 75% of traffic conducted in English.

This high-level engagement underscores the website’s critical role in delivering strategic messaging to a qualified audience.

Key Audiences



Shareholders,
Financial Analysts
& Investors



Prospective
Hotel Owners
& Investors



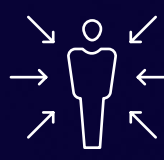
B2B
Partners
& Suppliers



Business
Partners
& Suppliers



Journalists,
Media Outlets
& Influencers



Key Opinion
Leaders (Industry,
Community, NGOs)



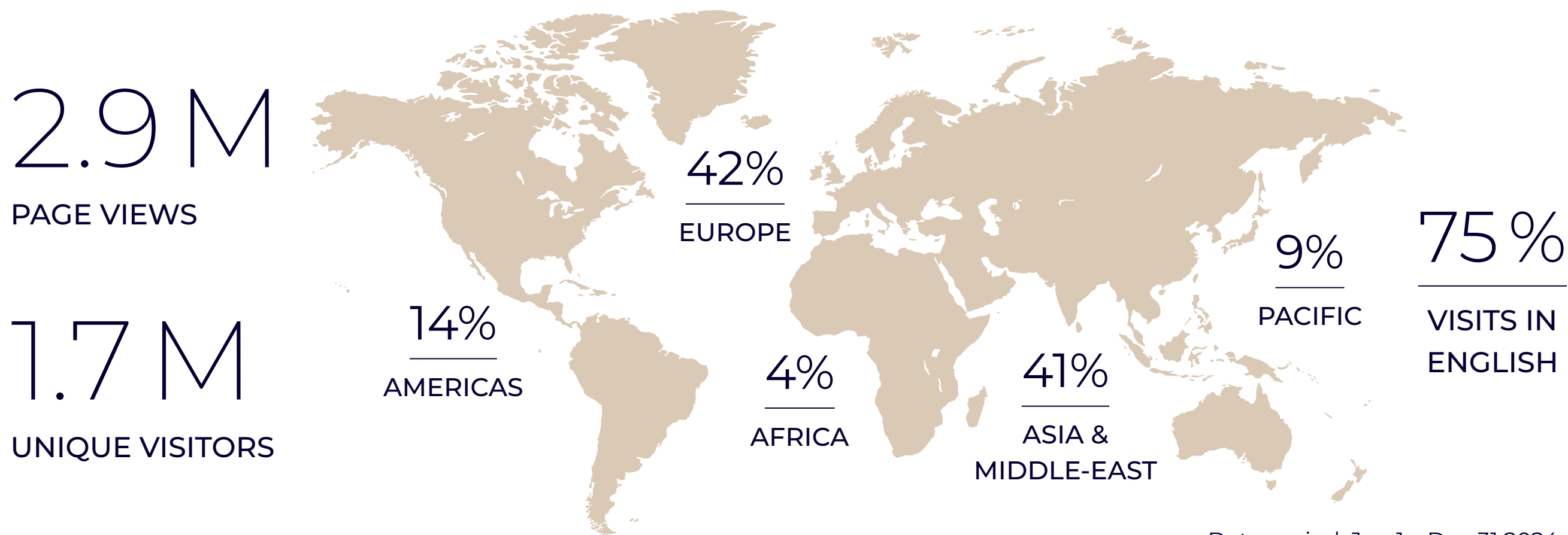
Candidates &
Prospective
Employees



Clients
& Guests



Website Annual Performance



Data period: Jan 1 – Dec 31 2024

The Why Behind The Revamp

Objective & Approach

Bringing the Group Purpose to Life

Traditionally, hotel group corporate websites are essentially an official brand showcase, where credibility is the priority with conventional sitemaps and layouts, limited innovation, and a measured, generic tone of voice. They are quite conservative and feature standardized brand pages, a property portfolio, and straightforward facts versus emotionally-driven content which encourages human connection. Accor scrapped that template and pioneered its own format.



Embody Connections

Connecting to our responsible commitments

Since phase one through to present day, the website is anchored in sustainable digital practices scoring 75/100 in eco-conception by Fruggr (01/2026).

Human Touch

A key part of our strategy is to feature the enriching human presence throughout all pages to support storytelling with actual Accor employees, clients, and partners in order to emphasize people first.

Content Strategy

Communicate the Group Purpose themes (Pioneering, Responsible Hospitality, Connections, Human Touch) as much as possible through a wealth of topics and narrative pillars throughout the site.



Improve User Experience

Optimize Delivery

Lighten overall content and the website's overall structure **to enable easier overall navigation and deliver a simple yet refined, impactful "wow" experience**, giving key messages more impact.

Enhance User Engagement

Increase stickiness through number of articles read, encourage return visits, and overall time spent on site.

Encourage Deep Linking

Push cross-linking pages to drive visitors deeper into the website via internal linking, calls to action, and user flow/pathing.



Showcase the Group Purpose & Identity

Reinforce Group Voice

Strengthen perception of Accor as a pioneering hospitality leader.

Improve Aesthetics

Offer a modern and premium showcase of Accor's vision, activities, and value.

Less is More

Streamline the structure and reduce the number of pages by 50%+ to deliver a more focused and powerful message.

Communicate & Inspire

Bring to life the stories of the people, initiatives, and hotels which make up Accor on a global basis.

Strategic Direction

Site Structure

To achieve greater impact, the new site reflects the Group by integrating and clarifying its narrative, while providing easier, more efficient navigation to connect users with key messages and content.

40%
Fewer pages
for shorter user journeys

Fewer menu entries (from 7 to 5) and **fewer pages overall (-40%)**.

Nav Bar promotes easy understanding, immediate visibility of pages in each section upon menu click.

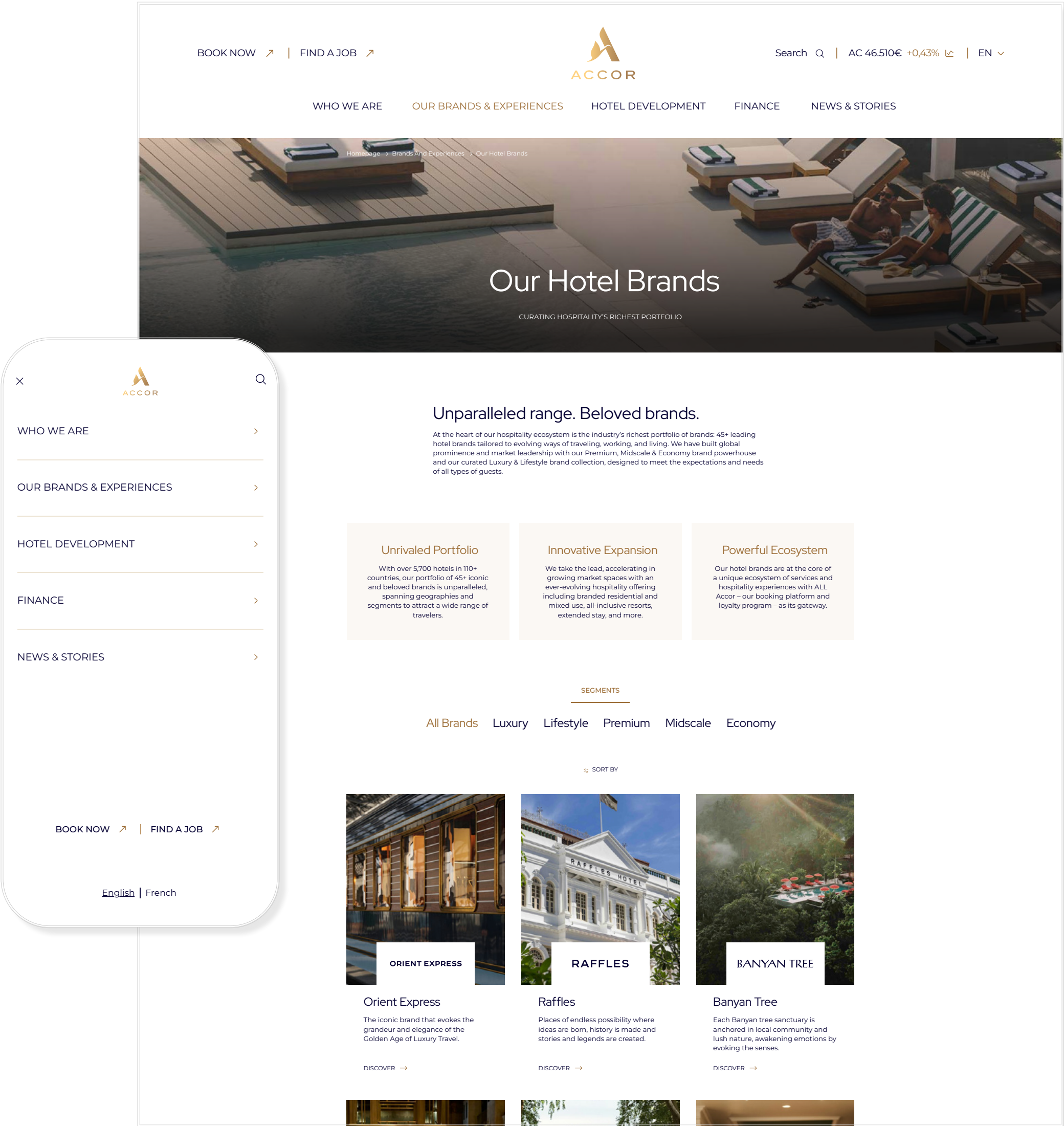
Connecting who the Group is and its strategy with Accor's purpose, people, and sustainability commitments.

Increasing impact through cross-linking and connections.

Showcase a full hospitality ecosystem, including brands, experiences, and business solutions.

Objective & Approach

Bringing the Group Purpose to Life



Confirming our Direction Through Beta Testing

Objective & Approach

Bringing the Group Purpose to Life

During site development, Accor carried out a Beta Test with 11 users from key groups—including prospective employees, investors, journalists and hotel owners—to refine the approach and assess how well the site met their needs.

The testing focused on the macro-tree structure, navigation intuitiveness, user journeys, content comprehension and interest, and their reception of the new design and aesthetic.

Main Results Identified

Website Structure

Was understood and met expectations (the hotel development section was refined according to feedback following the Beta Test).

Look & Feel

Perceived as a strong, positive point and judged modern, premium, fresh, and aligned with the image of Accor.

Reinforced a Positive Perception of Accor

For the vast majority of users (scores from ¾ to all), Accor was seen as premium, leading in hospitality, innovative, strong and trustworthy business partner/employer, and caring and human.

Promising Scores on Key Criteria



- 7.5 / 10 For the clarity of information
- 8.5 / 10 For ease of use
- 8.5 / 10 For look & feel



Employing Accor's Purpose as the Guiding Principle for the Redesign

The Group Purpose

The guiding principle for every element of the digital transformation was our Group's purpose:

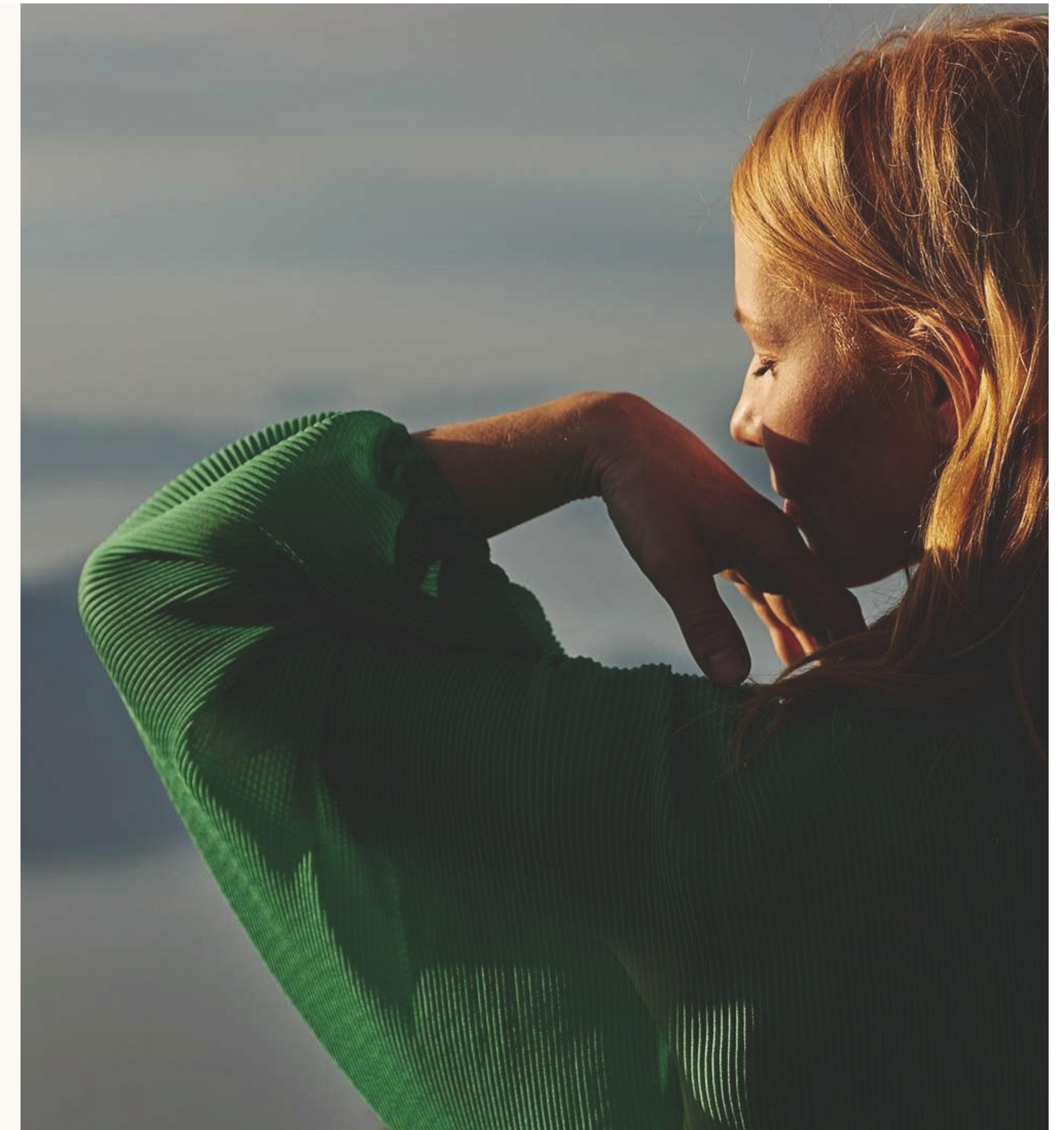
This was to be reflected holistically in everything we do from the look and feel to the content and the behind-the-scenes digital footprint..

The core guiding elements:

*Pioneering the art of
responsible hospitality,
connecting cultures,
with heartfelt care.*



- *Connections*
- *Pioneering*
- *Responsible Hospitality*
- *Human Touch*



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WHO WE ARE

OUR BRANDS & EXPERIENCES

HOTEL DEVELOPMENT

FINANCE

NEWS & STORIES



Guiding Element → *Connections*

The new website is all about Connections

Connecting with Accor and bringing the power of connections in hospitality to life. It is a unique and seamless digital communications experience designed to connect people, business value, experiences, cultures, and the present day with tomorrow in a meaningful way.

Our intent has been to offer a variety of ways audiences can connect with Accor through Attraction (elevating the group perception), Interaction (connecting users to Accor), and Impact (guiding with the right information in the right place).

This was achieved through specific content areas of focus, content pillars (inspiring and forward-driven, embodying the people, and offering tangible proof/results) which mirror our group promise, tone of voice (bold, generous, and grounded), and how we want the audiences to feel (welcomed, inspired, empowered, and informed).

Key Features

Global Connection

Connects local initiatives, hotels' stories, actions, and innovative efforts with a global audience while highlighting the geographic location of each action.

Heartists® Story Approach

To express what is to be a Heartist* to each one of them.

Dynamic Themes

The Globe is an interactive, animated showcase of stories that connects Accor's pioneering global vision with concrete stories happening locally.

The Spinning Globe

A key feature of the website revamp is the spinning globe on the home page.

This interactive element enables visitors to connect with Accor on multiple levels as they click the moving circles on the globe.

Pioneering hospitality. Fostering connections.

Across the globe, every day, our people, brands and hotels bring our global vision to life: creating distinctive experiences, driving sustainable performance, and boldly innovating what's next. This is Accor – welcome to our world.

ALL STORIES

BRANDS IN ACTION

HEARTIST® STORIES

CHANGEMAKERS

INNOVATION



* A **Heartist** combines 'Heart' and 'artist', referring to Accor's team members.

Guiding Element → *Connections*

Connections is not limited to the Globe

It is a guiding principle embedded throughout the site, shaping how each page creates pathways to related content, stories and news — based on the visitor's intent and the topic at hand.

Examples of How *Connections* is applied

Hotel Development News & Highlights

HOTEL DEVELOPMENT 05.01.2026

Our Most Anticipated 2026 Openings

READ MORE →

HOTEL DEVELOPMENT 12.01.2026

Accor Expands Its Luxury Portfolio in India With the Signing of Sofitel Rishikesh Narendra Nagar

READ MORE →



OWNER'S VOICE 30.01.2026

How franchising powers Accor's luxury & lifestyle strategy, with insights from Xavier Grange and Andrea Cirolami (AG Group).

WATCH THE VIDEO →

👁

The bentos highlight stories, living content, documents connected to the page and the visitor's interests and context, connecting them to engage further.

The Raffles Experience

Discover the elements that bring the brand vision to life.

CUSTODIANS OF COMMUNITY LEGENDARY SERVICE CHAMPIONS OF CULTURE GASTRONOMY WELLBEING

Custodians of Community

As the authentic heart of its global destinations, loved by generations, Raffles is a devoted environmental and social leader, committed to preserving local, cultural and natural heritage throughout our sphere of influence.

Since 1887, Raffles is the glamorous 'place to celebrate' for society globetrotters and stars of stage and screen.

IN ACTION

Raffles Singapore brings guests and local community together on the lawn for 'Magic Hour', a bi-monthly performance by the Singapore Symphony Orchestra.



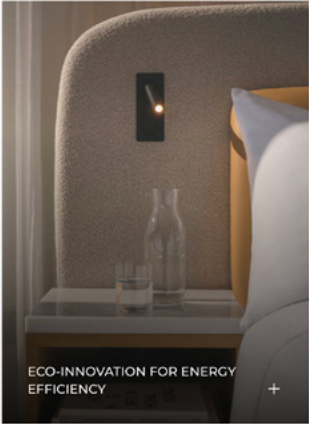
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Tabs on brand pages, with examples of connecting brand pillars to real actions in hotels.

How We Optimize Resource Management

Discover some of the initiatives and innovations reducing our environmental impact.

ECO-INNOVATION FOR ENERGY EFFICIENCY



WATER SELF-SUFFICIENCY AT RAFFLES BALI



With over 18,500 meeting and event spaces worldwide, we play a role in reducing the impact of the event sector. Our Event Carbon Reduction Charter mandates hotel actions such as waste recycling, provision of filtered water, and use of reusable table and glassware.

We work with our clients to rethink catering to minimize waste, and our certified Carbon Calculator helps planners design and plan more sustainable events.

READ MORE →

👁

On **the cards**, we connect strategic narrative to real action examples.

Contact Our Hotel Development Team

Our global Development team helps bring your hotel project to life with flexible opportunities across our brand portfolio, from luxury to economy. Contact a developer in your region to maximize your project's potential.

Europe and North Africa +

Americas -

Luxury



EDOUARD SCHWOB
Senior Vice President Development Luxury Americas
✉ edouard.schwob@accor.com



MARK YOUNAM
Vice President Development Luxury Brands West
✉ mark.younam@accor.com



NICOLAS MARTINEZ MATALANA
Regional Vice President Development Mexico & Central America & Caribbean
✉ nicolas.martinezmatallana@accor.com

👁

For contacts, we have **the development teams' valorization** to create human connections and trust with the audience and prospective investors.

Welcome to the World of MGallery Collection

Discover the brand's universe and a selection of flagship properties.



DONGFENGYUN HOTEL MILE, MALLERY COLLECTION, CHINA



Memorable



Meaningful



L'ISLE DE LEOS HOTEL & SPA, MALLERY COLLECTION, FRANCE



SANTA TERESA HOTEL RIO DE JANEIRO, MALLERY COLLECTION, BRAZIL

Moments





👁

Images cascade on brand pages to connect brand storytelling with hotel flagships, brand mood images, and mood keywords.

Guiding Element → *Pioneering*

This element focuses on pioneering a new website format for Accor — and perhaps the hospitality industry at large. This was achieved with an ethos of simplicity, while still inspiring new ways to think about the future of hospitality through thought leadership and visionary content which positions Accor as an innovator and pioneering leader in the hospitality sector.

Less is More

Key Features

Design

Clean visionary layout with distinctive hospitality images from Accor hotels from around the globe and components for clear and compelling storytelling.

Content

Strong stories-first features to draw visitors in, showcase the pioneering leadership positioning and forward-thinking focus on hospitality trends, insights, and industry perspective-driven stories to connect audiences to Accor.

Overarching theme

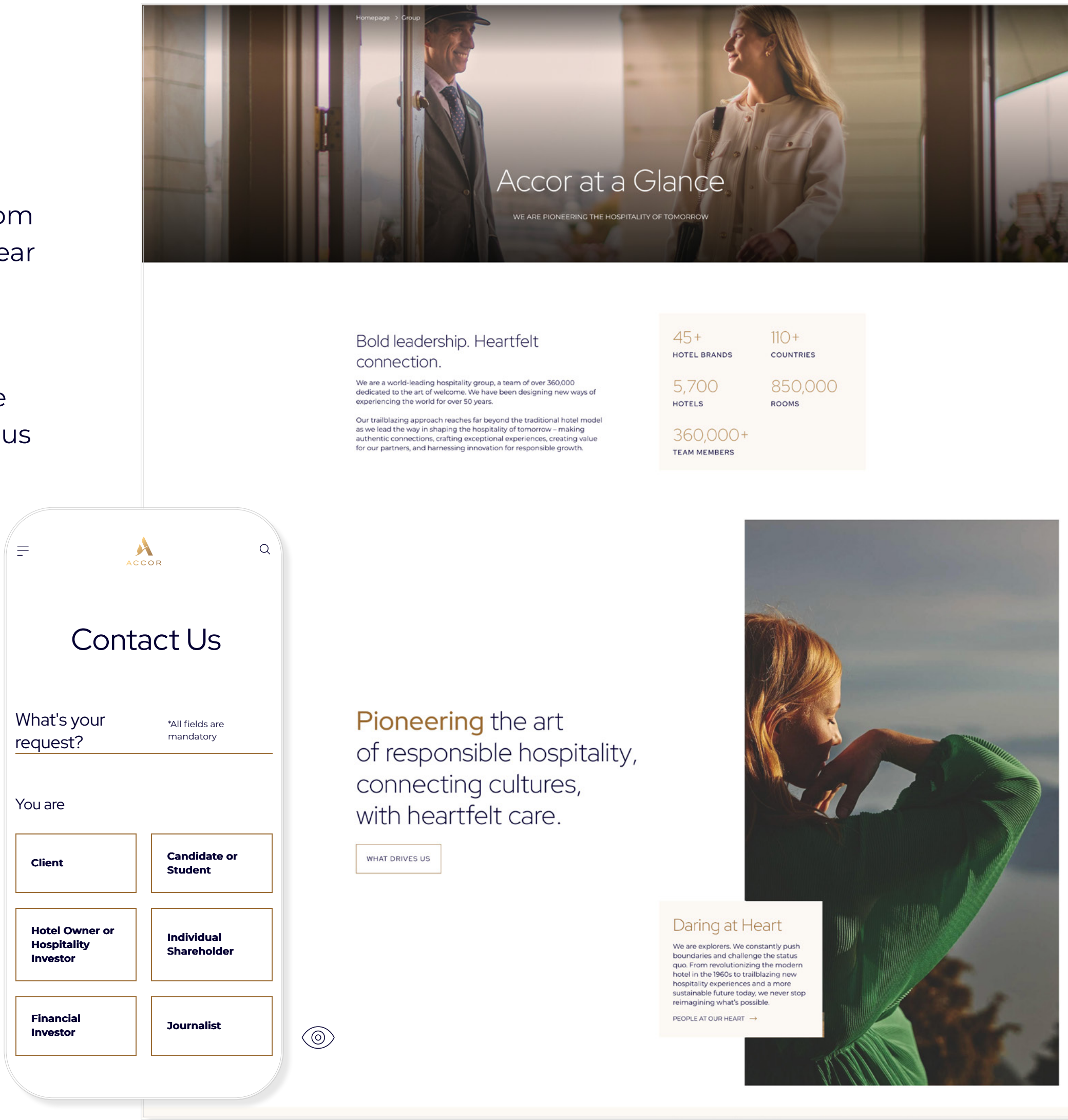
Connect Accor's purpose, strategy, people, and business within the hospitality industry.

Strategy

Showcase Accor's complete hospitality ecosystem including brands, experiences, and business solutions, while making it easier for prospective owners and investors to easily access information.

Contact journey

Creation of a new and easier contact journey for all hospitality-related audiences of the website, reaching each specific need on only one page, via a personalized, dedicated journey.



Guiding Element → *Responsible Hospitality*

For Accor, Responsible Hospitality extends far beyond sustainability at our hotels—it shapes the Group's narrative and its core corporate platforms. The new website embodies this commitment through rigorous eco-design principles throughout the project and a targeted eco-conception score of 75%.

We have now officially achieved our target at 75/100

Data from Fruggr audit in 01/2026 

Key Features

To improve our score and recognize the fact that 60% of our corporate audience still visits on the desktop, the revamped website focuses on:

A lighter, environmentally conscious design that is both contemporary and timeless.

Navigation: simple Nav Bar with 5 buttons / topics only (7 in previous version) to improve UX.

Website size: 40% fewer pages.

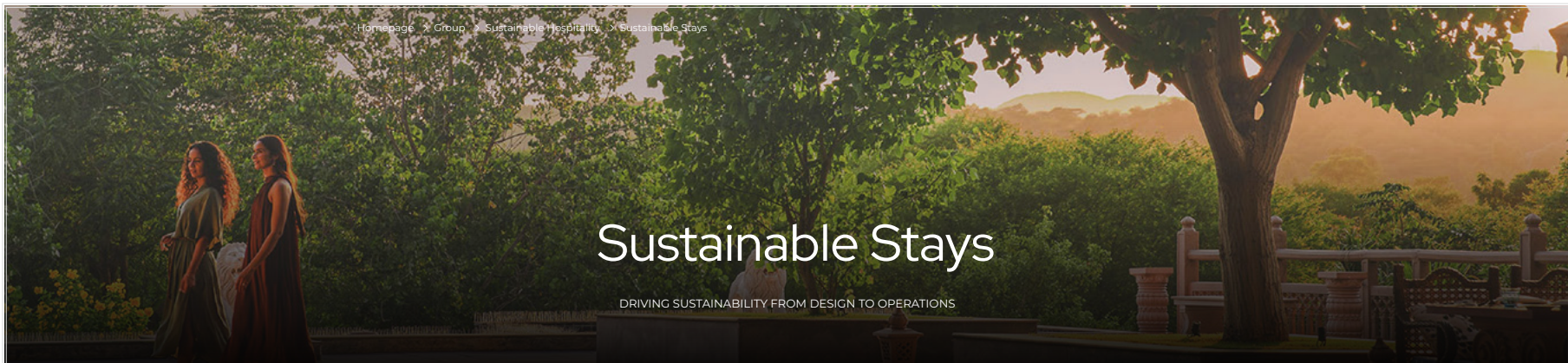
Focused on eco-friendly tech development to minimize website size and environmental impact.

Fewer pages for shorter user journeys.

Shorter page lengths for faster loading.

Reducing the number of components, images, videos and colors, and making the ones remaining lighter.

A cutting-edge IT new headless CMS platform.



Sustainable Stays

DRIVING SUSTAINABILITY FROM DESIGN TO OPERATIONS

Optimized operations. Elevated experience.

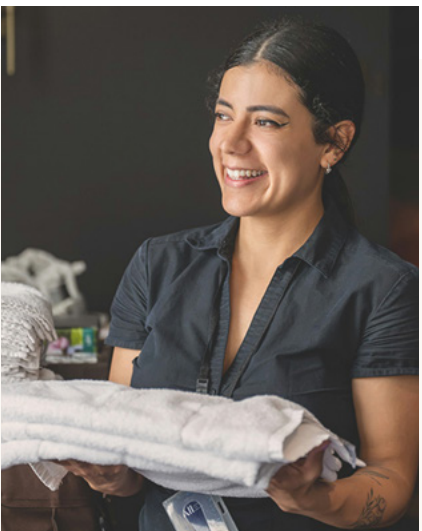
From design to daily operations, we continuously strengthen our sustainability standards. We are transforming the hotel stay at every level from development to operations, designing hotels with sustainability in mind from the outset, and delivering practical solutions to optimize daily operations for our partners.

Our key initiatives in waste management, energy and water efficiency, eliminating single-use plastics, and promoting a circular economy aren't just about sustainability – they are key drivers of operational excellence, attuned to evolving guest expectations.

5,700
HOTELS

50%
OF OUR HOTELS ARE
ECO-CERTIFIED

88%
OF HOTELS HAVE
ELIMINATED 50+
SINGLE-USE
PLASTIC PRODUCTS



THE SEBEL SYDNEY MARTIN PLACE, AUSTRALIA

Optimizing Resource Management

Reducing our impact. With over 5,700 hotels across 110 countries, we recognize our reliance on resource consumption and responsibility in waste management.

Energy Efficiency

On average, our hotels consumed 269 kWh/m² of energy per occupied room in 2024, a 4% reduction compared to 2023. To improve energy efficiency and reduce our carbon footprint, we continuously implement tailored measures for each hotel to enhance conservation, boost efficiency, and accelerate the transition to renewable energy.

Water Conservation

Our hotels consume an average of ~500 liters of water per occupied room. From guest bathrooms to laundry services, swimming pools and landscaping, water plays a fundamental role in our operations. Evaluating this dependency and addressing its effects is a crucial step towards more sustainable water management.

Waste Reduction

Our Circular Economy strategy relies on the well-known concept of "refuse, reduce, reuse, repair, recycle" – (re)designing hotels and rooms with the Design & Technical Services team, adapting operations, managing products' end of life, and setting new standards.

How We Optimize Resource Management

Discover some of the initiatives and innovations reducing our environmental impact.



ECO-INNOVATION FOR ENERGY EFFICIENCY



WATER SELF-SUFFICIENCY AT RAFFLES BALI



MINIMIZING WASTE AT MEETINGS AND EVENTS



SO/ MALDIVES

Setting New Standards in Eco-Design

Reimagining hotels. Building sustainable hotels secures long-term asset value while meeting the expectations of today's guests. We aim to embed sustainability from the outset, accompanying and guiding hotel owners in designing sustainable properties.

Sustainability Criteria

Guiding Element → *Human Touch*

The creative elements used in the website redesign were each curated to incorporate human elements across all pages by integrating real Accor images, from hotels from different segments and geographical locations to enhance storytelling and showcase concrete examples as well as highlight our local presence in various markets.



Social solidarity. Community care.

We embrace our profound social responsibility as caretakers of the communities where we operate. Our hotels play a vital role in local ecosystems to foster a safe and caring environment, and to help those communities thrive.



Key Features

Imagery

Images from **real shootings across Accor hotels worldwide**, focused on **valuing the human presence** — interacting with the space or with others—translating a real sense of welcome and heartfelt care, **avoiding generic stock photos and reinforcing the overall narrative’s credibility.**

Heartists®

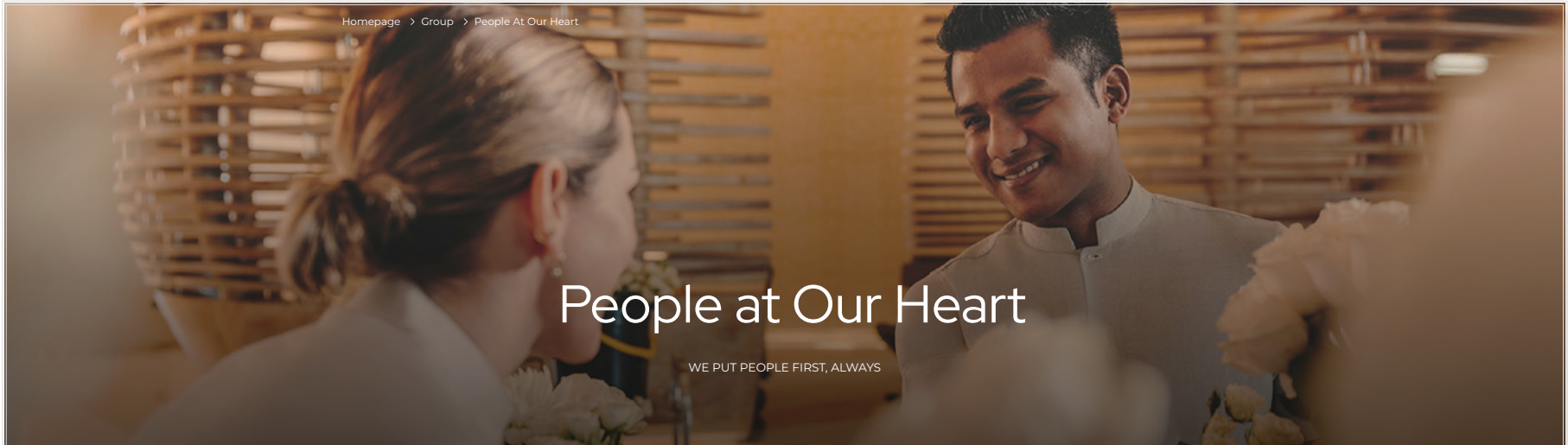
Improving the visibility of testimonials from leaders, employees, owners, partners and communities by emphasizing videos and quotes across news, stories and pages.

Content

Copy was crafted to humanize and embody, using embedded snippets and immersive formats, ensuring the human touch remains central.

Leader empowerment

Featuring leaders across key homepage sections to endorse the narrative—humanizing each pillar and reinforcing credibility through direct quotes and video highlights.



Authentic connection.
Heartfelt care.

People are at the heart of our purpose and drive our business. It's our genuine care for people – our guests, team members, owners and partners, and local communities – that sets us apart.

Our teams bring our passion for service to life, crafting distinctive experiences and creating authentic connections. Together we have created an open-hearted culture that welcomes everyone, celebrates diversity, and values every individual and their role in our success. As industry leaders, we embrace our social responsibility and act for social mobility, inclusion, and economic growth in our communities.

360,000+
TEAM MEMBERS

110+
COUNTRIES

120
NATIONALITIES

10%
OF JOBS GLOBALLY
POWERED BY
HOSPITALITY

Explore Our People-First Culture

Our approach is built on our Heartist® ethos, unlocking potential and driving excellence through our empowering mindset, continuous learning and growth, celebrating diversity in all its forms, and driving meaningful community impact.



Our Heartist® Ethos

+

Career Growth & Development

+

Our Culture of Inclusion

+

Community Engagement

+



Meet Our Heartists®

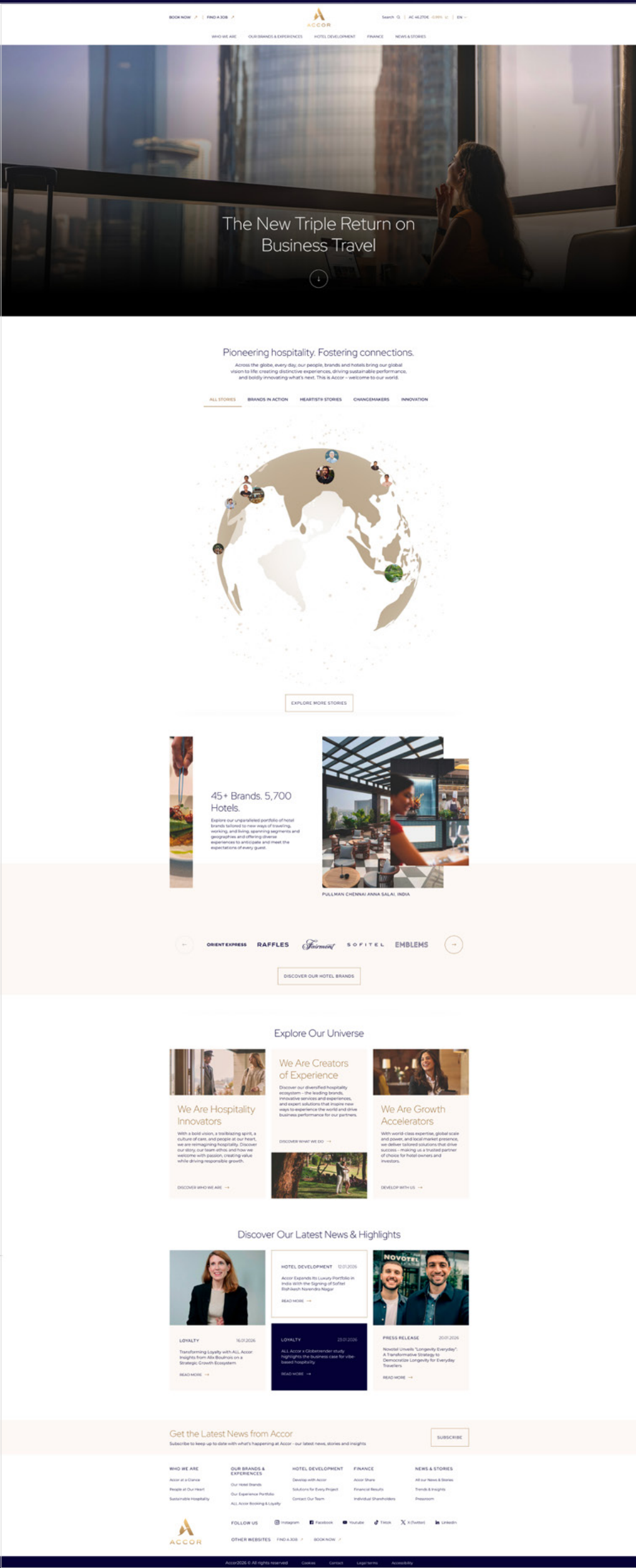
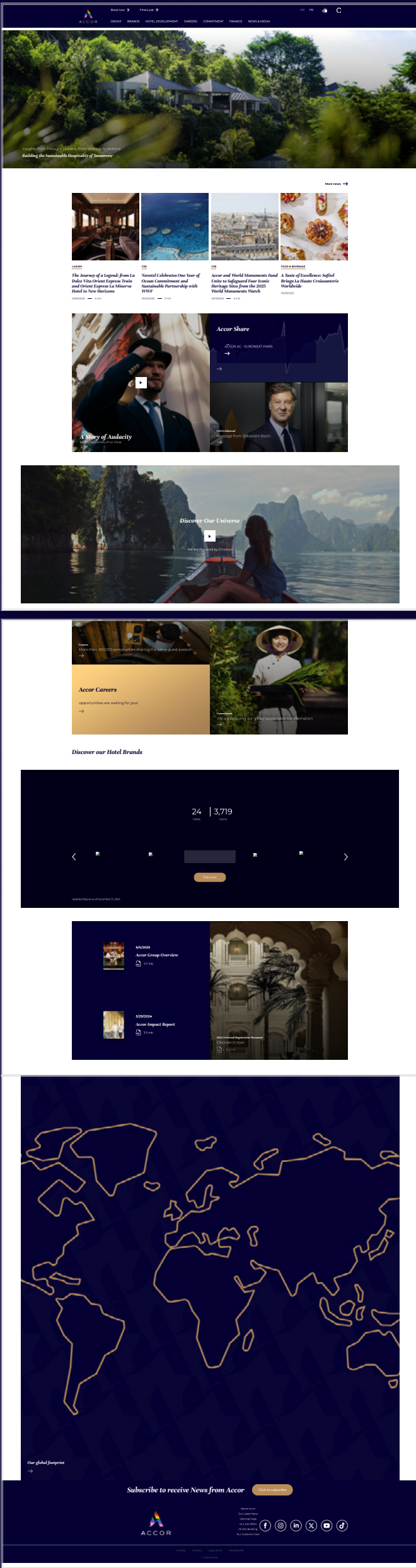
Discover the stories of the people bringing hospitality to life and creating our success.



The Website Evolution

Before & After

A comparison of the homepage on the original website and the revamp to demonstrate the evolution from an uninviting digital repository to a more premium, interactive site with inspiring content embodying the key messages and group information.



Website Results

Our approach to evaluating results against our objectives centers on reaching and engaging the right target audiences rather than a primarily volume-based approach (often more important for B2C websites than for our B2B Group.Accor.comcorporate site).

The early results indicators noted below are already exceeding our expectations.

The Brands & Experience section is a standout performer, driving a 26% increase in page views and a significant +39% jump in views per session.

This validates the section’s stickiness and its critical role in content discovery.

Key Achievements vs N-1*

Page Views	694K	+28%
Unique Visitors	270K	-17%
Engagement Rate	68%	+15%
Page Views per Session	+57%	
Bounce Rate	-32%	-12%
Hotel Development Pages Bounce Rate	-24%	
Average Session Duration	03:09	+3%
Menu Interactions	330K	

* Data Collection Period: August 25 – November 2, 2025, with a year-over-year comparison: August 25 – November 2, 2024.

Highlights	Homepage	Brands & Experiences
Page Views	+46%	+26%
Sessions	+32%	-9%
Views per Session	+10%	+39%
Engagement Rate	-10%	+6%



User engagement is exceptionally high, with 60% of visitors scrolling to the very bottom of the page. This deep consumption confirms that the content layout effectively retains user attention.

While engagement metrics are up (+6%), average session duration has decreased slightly (-7%), alongside a bounce rate improvement (-14%). This suggests a more efficient user journey.

Since go-live, the Contacts page has seen significant improvement. The form page responses have increased by 37% compared to the same period in 2024 (4K vs. 2.8K), with a total of 3.7K leads generated. It is the second-most-clicked button on the main contact forms page, after “Clients” (customer service inquiries). On the Contact page (published later), we see a similar trend as on the forms: a 58% increase compared to the same period in 2024 (4.6K vs 2.9K). A total of 3.3K clicks was registered to send emails on this page.

Additional Observations

Higher Daily Event Volume achieved on the new website versus the previous platform, maintaining a consistent range of 2,000-3,000 daily events and doubling the performance levels of the previous months in 2025 (1,000 – 2,000 daily events). This uptick in “micro-conversions” signals better user engagement driven mainly by increased page views, active navigation, menu interactions, and file downloads.



RAFFLES \ ORIENT EXPRESS \ BANYAN TREE \ DELANO \ SOFITEL LEGEND \ FAIRMONT \ SLS \ SO \ SOFITEL \ THE HOUSE OF ORIGINALS
RIXOS \ ONEFINESTAY \ MANTIS \ MGALLERY \ 21C \ ART SERIES \ MONDRIAN \ PULLMAN \ SWISSÔTEL \ ANGSANA
25HOURS \ HYDE \ MÖVENPICK \ GRAND MERCURE \ PEPPERS \ THE SEBEL \ MANTRA \ NOVOTEL \ MERCURE \ ADAGIO
MAMA SHELTER \ TRIBE \ BREAKFREE \ IBIS \ IBIS STYLES \ IBIS BUDGET \ JO&JOE \ HOTELF1