



Sustainable expansion of Greek tourism

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01

Editorial

PATRICK MENDES

Patrick Mendes

CEO OF EUROPE & NORTH AFRICA,
ACCOR PREMIUM, MIDSCALE & ECONOMY



In today's rapidly evolving world, the business landscape is shaped by a growing emphasis on sustainability and responsibility. As expectations intensify, organisations are faced with the critical task of aligning their operations with these changing demands. For industry leaders like Accor, this transformation is not just about meeting obligations but embracing a long-term vision that benefits both people and the planet. As we look toward the future, our focus on sustainability has never been clearer, and our commitment to evolving the hospitality sector into a force for good has never been stronger.

In a world where science has demonstrated we need to take into account our planet's limitations, where external pressure from our stakeholders is strengthening, it is becoming increasingly urgent to acknowledge that we need to transform our business model and the way we operate, to turn our industry into one which can be contributing.

While we have been a pioneer in bringing sustainability to hospitality for more than 30 years, we are now accelerating our global sustainable transformation. We are building a company that contributes to solving problems rather than creating new ones. This is because the long-term future of our business depends on it, and because we must be the preferred partner of guests, owners, investors, partners, employees, regulators, whose demands are growing ever more stringent.

Our ultimate destination is a place where Accor's business model is sustainable. It's a destination where we globally contribute to the world more than we take from it. It is also a destination where each stay in one of our hotels is deeply rooted in the host country and each guest's experience is authentically connected to its people.

We are committed to setting greater ambitions, taking bolder decisions, implementing sharper actions, challenging old habits and shaping brighter visions.

Nowhere is this commitment more relevant than in Greece, where sustainable development is key. With its rich cultural heritage and stunning landscapes, Greece offers a unique opportunity to integrate sustainable practices that not only preserve its natural beauty but also enhance the local economy. As a key destination where we aim to further expand our presence, we sought insights from hospitality leaders in Greece, including industry institutions, and several Accor experts to understand how we can foster development and attract visitors in a way that benefits the country, without exploiting it.

Overall, our goal is to contribute positively to both the tourism sector and the local communities. By collaborating with local stakeholders, we aim to create a model of tourism that is both environmentally responsible and economically beneficial, ensuring that Greece remains a top destination for generations to come.

We are committed to setting greater ambitions, taking bolder decisions, implementing sharper actions, challenging old habits and shaping brighter visions. Today, we stand at a pivotal moment where navigating tighter turns is the only way we can reach our destination faster. It may not be comfortable but it's undeniably necessary and exciting.

02

*Institutional
Voices*

ANDREAS N. FIORENTINOS

IOANNA DRETTA

ALEXANDROS THANOS

Andreas N. Fiorentinos

SECRETARY GENERAL,
GREEK NATIONAL TOURISM ORGANIZATION



*Resilient tourism:
Building a sustainable
future for Greece*

The vast majority of renowned tourism destinations are seeking methods and means to balance the flows of tourists residing in the region, and at the same time enhance and introduce fresh, innovative and upgraded service to increase their share of the market. As a result, local hospitality enterprises have to gracefully balance the most demanding challenges that burden popular tourism destinations and end up with tangible results. These challenges became more obvious after the pandemic, and they substantially comply with the trends of tourism demand in the 21st Century.

More than ever, the concept of sustainability is a bare necessity for all. All countries have to compose and adopt sustainable strategic planning in order to curb the impact of climate changes, to preserve all natural resources and the core personality of each country as depicted in its intangible heritage. Tourism on the other hand and especially the hospitality industry is a massive consumer of resources – natural and other – and at the same time a transformative form which brings prosperity and progress to local communities.

It is obvious that the quality of the hospitality infrastructure of a certain tourism destination, when stylish and comfortable, can attract up-market visitors and transform the local community for the better. As long as tourism infrastructure and all competent services resulting in the area, embrace the unique personality of the destination as well as, the mentality of the local community.

When referring to the hospitality industry and tourism in general, the human factor is of crucial importance. Every employee in the tourism sector is the best ambassador of their enterprise, of the destination and of course, of the touristic offerings. They are the first to accommodate and welcome the tourists and they pumper every need in order to create unforgettable holiday experiences. They take care of the hotel or of every interconnected enterprise, they work for, and they have the experience to resolve any problem that may occur.

Furthermore, hoteliers in collaboration with their employees should create a conscious and inclusive hospitality narrative embracing all myths and local stories of their destination. It is widely accepted that people love stories. On the other hand, stories are the perfect “vehicle” to convey messages, to enhance empathy. Stories do bring into being images and events of the past, perfectly blending with modern hospitality. Greece is privileged due to the fact that historically is the source of mythology and every corner of our country is related to an infinite variety of authentic stories preserved through centuries. Practically, in small communities and especially across the Greek Islands, locals through their daily routines and traditions, actually reenact old stories.

In short, the hospitality industry embraces a wide range of business, services, goods, experiences and above all people who travel and interact with locals who create holiday memories during all stages of travel. Often, the income from tourism is impressive and of course important for the local economy. However, at the same time, the environmental cost in some cases may be significant for the destination and the locals.

It becomes evident that beyond the acclaimed anthropocentric hospitality services, the natural scenery of the destination is of pivotal importance.

Today, travellers show a pronounced preference for outdoors activities, impressive and undiscovered destinations, less crowded, less noisy and of course, their choices are nature oriented. It becomes evident that beyond the acclaimed anthropocentric hospitality services, the natural scenery of the destination is of pivotal importance.



As a result, governments, local authorities and the private tourism sector in each destination have to develop strategic plans in order to preserve natural resources and develop hospitality services respecting the natural environment. It is imperative for all tourism stakeholders to work together with the local society and entrepreneurs in order to protect and safeguard the natural, cultural and tourism landscape. Tourism specialists suggest that the key solution to all challenges entails adequate infrastructure and a more responsible management of tourist flows.

We have to adopt eco-friendly practices in hospitality, at every stage of the journey. We should gradually reduce waste, become smart in order to develop personalised services in hospitality, to manage efficiently the energy and water sources, to protect our seas, to invest in renewable sources of energy, and above all, to preserve the intangible heritage and all local customs and flavors that define a unique and memorable tourism destination.

Undoubtedly, sustainability is a never-ending process requiring the engagement of the local community as a whole. Especially in small communities such

as the islands of Cyclades in Greece. Considering the local community – inhabitants and entrepreneurs together – as a task force, continuously working, according to a well-forged plan in order to improve their hospitality offering.

We have to give emphasis to the implementation of a holistic strategic planning aiming to limit perils and waste of valuable elements. We should regulate the local businesses through inspired policy-making and preserve all sorts of assets - tangible and intangible- of each destination. Beyond all we should inspire the local communities to reinvent their roots and compose multi-sensory experiences for their visitors.

Kyriakos Mitsotakis, the Prime Minister of Greece, the Ministry of Tourism in collaboration with all competent Ministries and the Greek National Tourism Organization implement specific policies provided by the National Recovery and Resilience Fund, funded by the European Union. The Greece 2.0. Strategic plan is a shift towards a permanent, dynamic and resilient growth model including all necessary measures to ensure specific and measurable results.



Ioanna Dretta
CEO REDS | PRESIDENT MARKETING GREECE
BoD ELLAKTOR | BoD QUEST
EX MINISTER OF TOURISM



*Sustainability as an opportunity,
more than a threat*

We thought it was revenge traveling, but it is more than that. Globally, tourism has shown robust recovery and growth trends, traveling numbers rise further and flagship destinations with economies depending heavily on tourism, face new challenges and find themselves in uncharted waters. Destinations are at the spotlight, as the sector is trying to prioritize sustainable development versus short term approaches for revenues.

With a few exceptions, powerful luxury hotel brands, the destination is the main driver for demand for hotels. That's why hotels (should) care about destinations, (should) participate in public discourse, (should) play key role in bringing in innovation and change. Destination management, though, involves a range of challenges that can complicate the effective and sustainable development of tourism. Here are some key difficulties commonly encountered:

1. BALANCING ECONOMIC, SOCIAL AND ENVIRONMENTAL GOALS

Economic pressure: Tourism often focuses on economic growth, potentially overlooking social and environmental impacts. Striking a balance between attracting tourists and preserving the destination's natural and cultural heritage can be challenging (UNWTO-AP) (UNWTO).

Environmental degradation: High tourist volumes can lead to environmental damage, including pollution, habitat destruction, and resource depletion. Managing these impacts requires stringent regulations and sustainable practices (UNWTO) (UNWTO).

2. OVERTOURISM

Crowding and infrastructure strain: Popular destinations often face overcrowding, which strains local infrastructure and services, leading to diminished tourist experiences and resident dissatisfaction (UNWTO) (UNWTO).

Cultural erosion: Excessive tourism can lead to the commercialization and erosion of local culture and traditions, diminishing the authenticity that often attracts tourists in the first place (GuestRadar).

3. COMMUNITY ENGAGEMENT AND BENEFIT SHARING

Local resistance: If local communities do not perceive tangible benefits from tourism, they may resist tourism development. Ensuring that tourism profits are shared with local communities is essential to gain their support (WTTC) (GuestRadar).

Inclusivity: Creating inclusive tourism policies that benefit all community members, including marginalized groups, can be challenging but is crucial for social sustainability (UNWTO-AP).

4. REGULATORY AND POLICY ISSUES

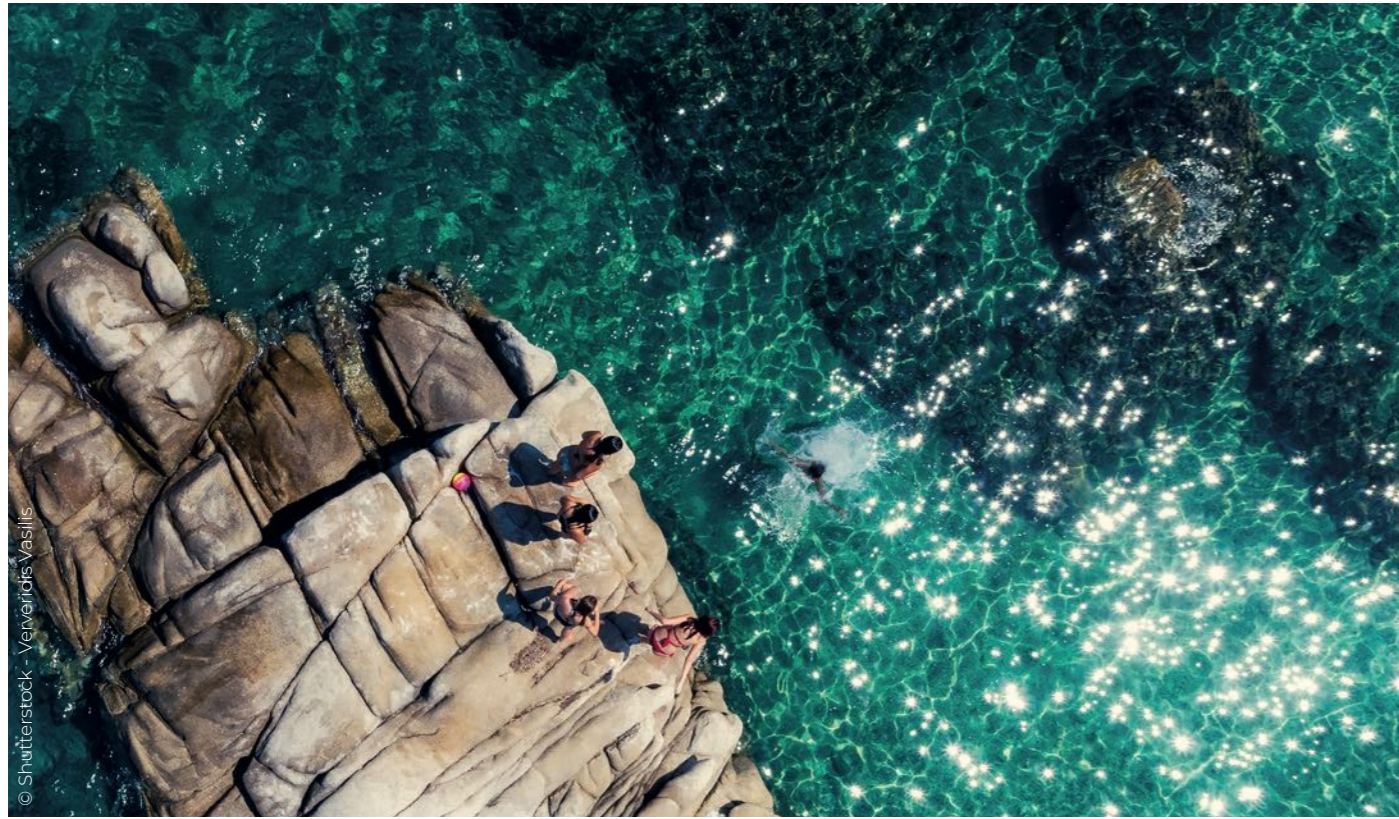
Inconsistent policies: Varying policies and regulations at local, regional, and national levels can lead to inconsistencies and hinder effective destination management. Coordination among different governance levels is essential (WTTC) (GuestRadar).

Enforcement: Implementing and enforcing sustainable tourism practices and regulations can be difficult due to limited resources, lack of political will, or resistance from industry stakeholders (UNWTO).

5. ECONOMIC DEPENDENCIES AND VULNERABILITIES

Seasonality: Many destinations experience seasonal fluctuations in tourism, leading to economic instability. Finding ways to attract tourists year-round can mitigate this issue (UNWTO-AP).

Market shocks: Economic downturns, pandemics, and geopolitical issues can drastically affect tourism, highlighting the need for resilient and adaptable management strategies (WTTC) (GuestRadar).



6. MARKETING AND BRANDING CHALLENGES

Maintaining authenticity: Marketing efforts can sometimes oversell or misrepresent a destination, leading to tourist dissatisfaction and negative impacts on the local culture and environment (UNWTO).

Targeting the right audience: Identifying and reaching the right market segments while maintaining sustainable practices can be complex, requiring sophisticated data analysis and marketing strategies (GuestRadar).

7. INFRASTRUCTURE AND CAPACITY MANAGEMENT

Infrastructure development: Developing infrastructure that supports tourism without harming the environment or local communities is challenging. This includes transportation, accommodation, and communication networks (UNWTO-AP) (WTTC).

Capacity limits: Managing tourist numbers to stay within the carrying capacity of the destination's natural and built environments is crucial to prevent overcrowding and degradation (UNWTO).

The above are easier said than done. Here, are some specific challenges, to keep in mind when we are designing and implementing policies for tourism sector:

Too many players: Central government, local governments, tourism businesses, the private sector in general, employees, local communities are or should all play a role in not only shaping the strategy of the destination, but also contributing to implementing it. The roles are different of course, and not necessarily always straight forward, usually interconnected and often opposite. But, it is important to have all players on the table, when negotiating the future of a destination.

It is of utmost importance, for all players, to take informed decisions, based on data and studies.

Building alliances: It is the cornerstone for a sustainable development of a destination. It is indeed a slow and demanding procedure, it is consuming resources and testing real motives, but it is the only way forward. Otherwise, a chaotic set of different strategies and actions by all different players keeps back any meaningful growth.

The importance of self-regulation: Since governments (central and local) are too slow and commonly reactive to problems that are already big, the private sector should take the lead not only at shaping the public agenda, but also at setting up incentives, platforms, frameworks to inspire, educate, help businesses to adopt the values of sustainable growth.

Locals are key: There is no successful strategy for tourism sustainable growth that does not include the active contribution and wellbeing of locals. We cannot have happy visitors at a destination if locals are not happy themselves. Tourism is the projection of everyday life of the residents of a place, it is not a made-up bubble.

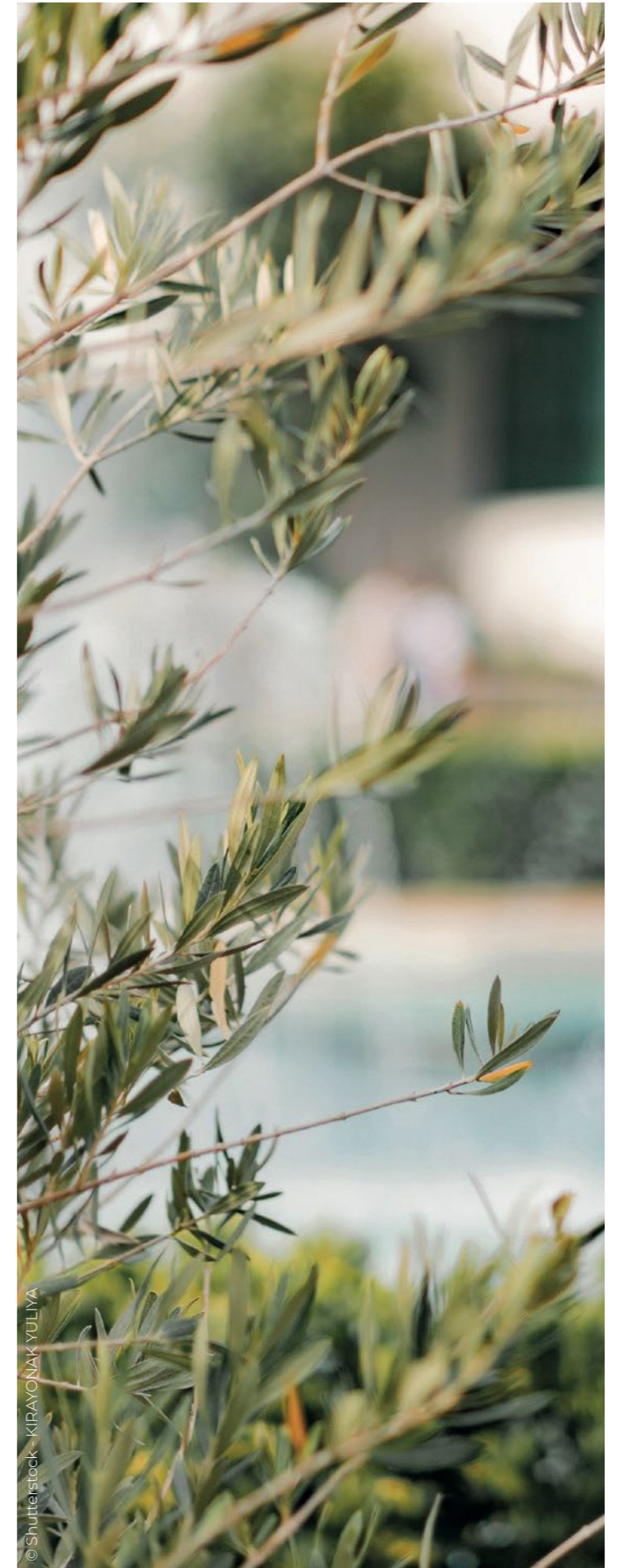
Employees should of course be taken care of. Specific policies should support their personal growth, their skills and wellbeing.

Data driven decisions: Tourism suffers from multiple misconceptions. It is of utmost importance, for all players, to take informed decisions, based on data and studies.

Structuring the public discourse in an efficient way is very important, the same time very difficult too. The stronger player should take the lead. Tourism as an industry is much more complicated than some players think, having an understanding even of the terms, is not a given. Populism might be the greatest enemy.

The greatest challenge in tourism is that, as a sector, it cannot be easily regulated towards a specific policy direction. And that is because the stakeholders are multiple and the businesses connected to tourism directly or indirectly are many, and so diverse, that cannot be captured fairly and effectively by central policies. What is left as a tool towards building sustainable destinations and businesses? Inspiration. Who will provide the inspiration needed? That is the question.

There is no successful strategy for tourism sustainable growth that does not include the active contribution and wellbeing of locals.



Alexandros Thanos

EXECUTIVE DIRECTOR, GREEK TOURISM CONFEDERATION (SETE)



Navigating new horizons: Sustainable expansion in Greek tourism

Sustainable development and environmental responsibility are now at the forefront of international strategy for creating a competitive and economically sustainable tourism product.

Greek Tourism Confederation (SETE), representing tourism businesses as a contemporary social partner, and understanding the new needs, focuses even more intensely on the sustainability of the tourism sector, with the primary goal of enhancing the competitiveness of the tourist product.

A multifaceted approach is essential to maintain tourism growth at a healthy and sustainable pace, without compromising the quality and authenticity of our hospitality offerings. Destinations and their inhabitants are intrinsically linked to sustainability. As tourist flows continue to rise, development must be broad, integrated, and strategic, supported by robust infrastructure. A key element in this is the establishment of Destination Management Organisations (DMOs), which should operate with the active participation of society, as well as the private and public sectors.

In addition to structural development, addressing the effects of the climate crisis, managing natural resources, and mitigating seasonality is critical for protecting tourist destinations. The goal is to offer visitors a comprehensive authentic experience that simultaneously strengthens the local economy and promotes social cohesion.

Adopting sustainability principles has now become a major priority for large tourism businesses. However, they recognise that there remains a gap between actions and impact due to delays in implementing sustainability measures. On the other hand, while most small

Through collective action and a commitment to sustainability, we can navigate new horizons and achieve a balanced and prosperous tourism industry.





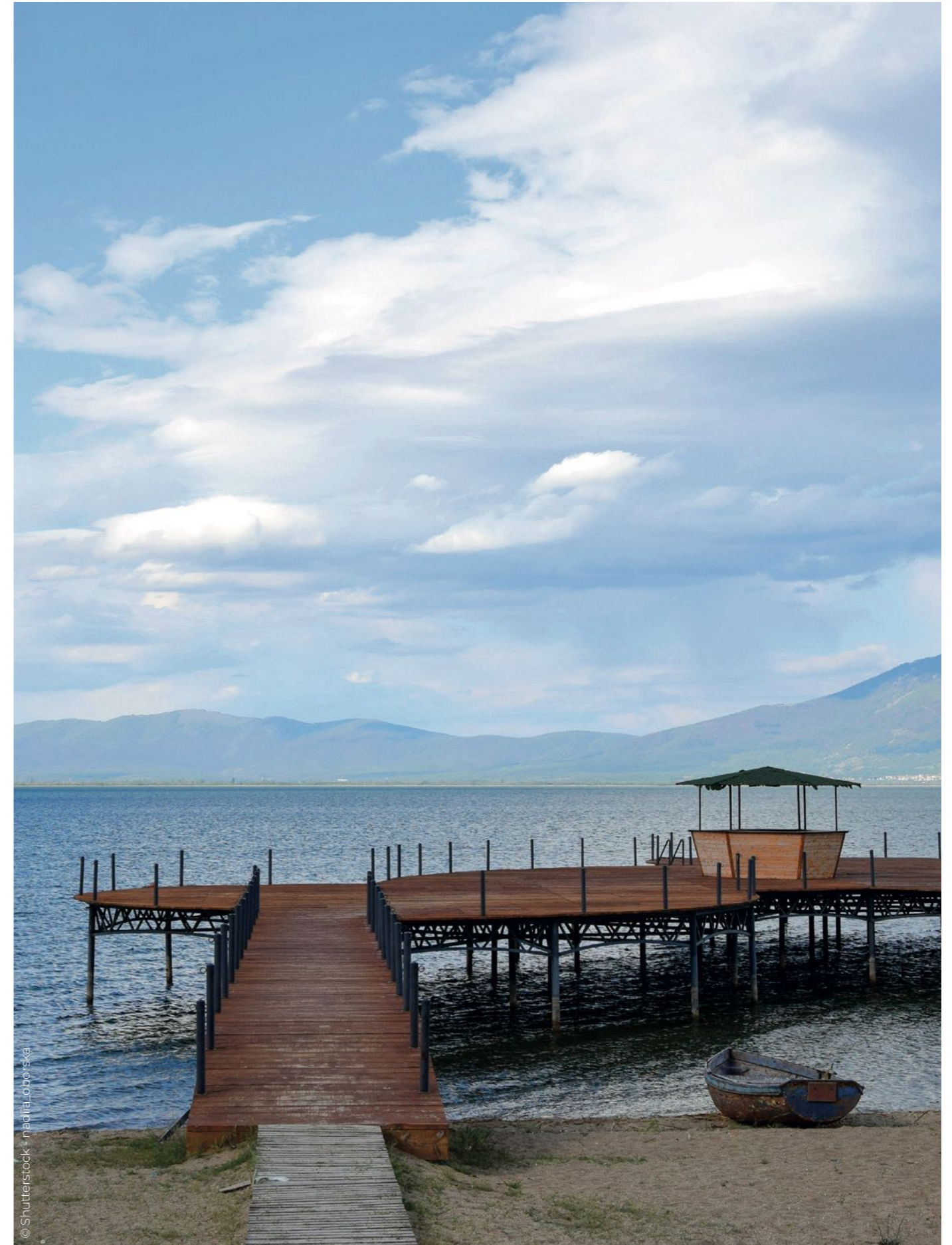
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and medium-sized tourism enterprises, which form the backbone of the Greek economy, acknowledge the importance of sustainable entrepreneurship, they are uncertain about how to implement commitments to sustainable development. A plan is needed to guide them towards a “green” transition.

SETE, serving its role and focusing on businesses in the tourism sector, has developed an initiative for transitioning tourism businesses to sustainability. METRON Sustainable Tourism by SETE. Based on measurement, proportion, and norm, elements considered essential for sustainability, we are creating an integrated programme of self-assessment, monitoring,

compliance, self-commitment, target setting, re-evaluation, and certification of businesses, with methodology and the necessary tools.

Guided by a spirit of collectivity, we are setting measurable and realistic goals for further tourism development, with measures & rules. This aims for competitive tourism in both social and environmental contexts. By focusing on this, Greek tourism can grow in a way that enhances both the local economy and community well-being, while preserving the environment for future generations. Through collective action and a commitment to sustainability, we can navigate new horizons and achieve a balanced and prosperous tourism industry.



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03

*Pioneers of Greek
Hospitality*

CHLOE LASKARIDIS

STAVROS MITSIS

AGAPI SBOKOU

KALIA KONSTANTINIDOU

Chloe Laskaridis

CHAIRWOMAN OF THE BoD
LAMPSPA HELLENIC HOTELS, GREECE



*Sustaining Excellence:
The Future of Greek Hospitality*

As one reflects on the remarkable journey of Greek hospitality, it becomes increasingly evident that its success rests on a delicate balance: embracing growth while preserving the unique essence of our destinations. Greece, a land synonymous with history, beauty, and culture, is not just a backdrop for tourism but an integral character in every traveler's experience. Each visitor who steps onto our shores becomes part of a narrative that is deeply rooted in authenticity and tradition. As we move forward, we must prioritize sustainability, heritage, and human connections to ensure our industry remains as extraordinary as the land it represents.

BUILDING SUSTAINABLE HOTELS IN GREECE'S UNIQUE LANDSCAPE

Sustainability is no longer a choice; it is an imperative for the future of our industry. Greece is blessed with a natural and cultural wealth that is unparalleled, and the preservation of these treasures is a responsibility we bear as custodians of our destinations. Sustainable hotels are not merely about incorporating energy-saving technology or reducing waste—although these are critical components. True sustainability is about fostering an enduring respect for the environment and the community, designing spaces that harmonize with their surroundings, and adopting practices that prioritize long-term resilience over short-term gain.

In the Cyclades, for example, a hotel's design must be inspired by the surrounding whitewashed architecture, while in the Peloponnese, it may draw from the earthy tones of ancient ruins. By emphasizing a sense of place, we ensure our properties

True sustainability is about fostering an enduring respect for the environment and the community.

are an extension of the destination's story. Guests are increasingly seeking accommodations that align with their values, and by prioritizing sustainability, we not only protect Greece's unique landscapes but also meet the evolving expectations of the modern traveler.

Heritage, when leveraged effectively, transforms a stay into an immersive experience, where every detail resonates with a sense of place and purpose.

HERITAGE AS A CORNERSTONE OF ICONIC BRANDS

Heritage is more than a timeline of past achievements; it is the soul of a brand. Few properties embody this as powerfully as the Hotel Grande Bretagne. For 150 years, this Athenian landmark has stood as a witness to history, hosting royalty, politicians, and cultural icons who have shaped the course of modern Greece. Its legacy is interwoven with the nation's own, making it a symbol of timeless elegance and authenticity.

However, the value of heritage lies not in nostalgia but in its ability to inspire innovation. Each historic property has the opportunity to reinterpret its past for a contemporary audience. At the Hotel Grande Bretagne, the rich narrative of its history—whether through its connection to events like the 1896 Olympics or figures such as Winston Churchill—is brought to life through storytelling, design, and service. Heritage, when leveraged effectively, transforms a stay into an immersive experience, where every detail resonates with a sense of place and purpose. This approach not only differentiates iconic brands but also fosters an emotional connection with guests that is unparalleled.



THE ROLE OF INTERNATIONAL HOTEL FLAGS IN SHAPING GREECE'S HOSPITALITY

Greece's hospitality sector has reached new heights through its collaboration with international hotel brands. These partnerships are a testament to the world's recognition of Greece as a premier destination, yet their value extends far beyond global visibility. International flags introduce industry-leading practices and elevate operational standards, pushing the boundaries of what Greek hotels can offer.

International hotel flags have not only brought expertise but have also embraced the distinctive identity of Greek hospitality. The fusion of local traditions with global sophistication creates an offering that appeals to a diverse audience while retaining its authenticity. This synergy ensures that international visitors experience Greece's rich heritage and culture through the prism of world-class service. Such collaborations also serve as platforms to showcase Greece's potential as a leader in sustainable, innovative, and culturally immersive hospitality.

STRENGTHENING CONNECTIONS WITH LOCAL COMMUNITIES

Hotels are not just places of refuge for travelers—they are gateways to the communities in which they reside. The strongest hospitality brands recognize that their success is intrinsically linked to the well-being of their local ecosystems. From sourcing ingredients for their restaurants to promoting local artisans and cultural events, hotels have the power to amplify the voices and talents of their communities.

Consider a hotel that partners with local farmers to create a farm-to-table dining experience. This not only ensures the freshest ingredients for guests but also supports local agriculture. Similarly, offering workshops led by local craftspeople allows guests to engage with Greece's living traditions while sustaining centuries-old skills. The benefits of such integration are mutual: communities thrive through increased economic opportunity, and guests leave with deeper, more meaningful connections to their destination.

THE HUMAN FACTOR: INVESTING IN EXCEPTIONAL TEAMS

At the core of Greek hospitality lies a unique warmth and authenticity that cannot be replicated by technology or automation. This quality is brought to life by the people who work tirelessly to create extraordinary experiences for guests. In an industry defined by service, our teams are our greatest asset, and their happiness directly translates into the satisfaction of our guests.

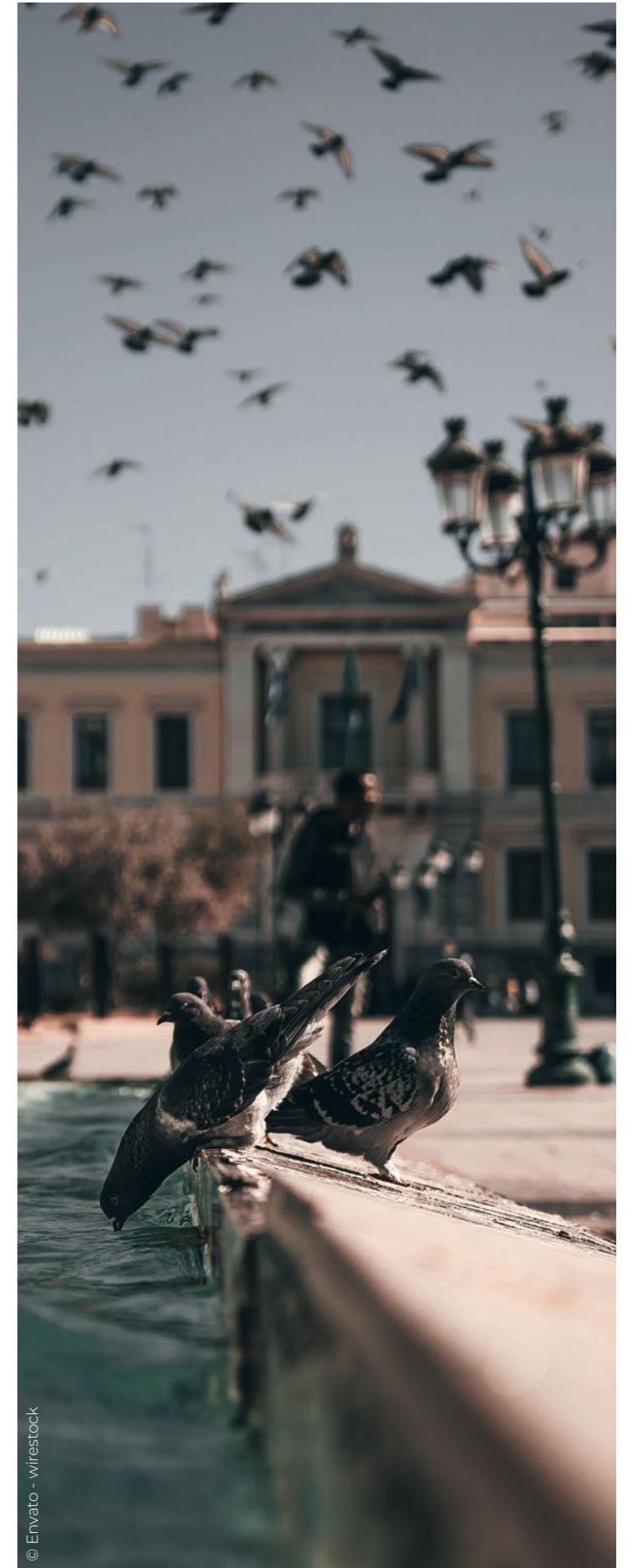
Building well-trained and motivated teams requires a commitment to continuous education and professional growth. From workshops on emerging hospitality trends to language and cultural sensitivity training, investment in our people ensures they remain at the forefront of global standards. However, training alone is not enough. Creating a workplace culture that values respect, recognition, and well-being is essential to fostering loyalty and excellence.

When a guest feels the genuine care of a team member—whether in the personalized welcome upon arrival or the seamless resolution of a request—they experience the true essence of Greek hospitality. It is this human touch that leaves a lasting impression, turning a one-time visitor into a lifelong advocate for Greece.

EPILOGUE: A VISION FOR THE FUTURE

Greek hospitality has always been about more than accommodation—it is about creating experiences that linger in the hearts and minds of our guests. Our destinations offer not just beautiful landscapes but also profound cultural and emotional connections that define what it means to travel meaningfully.

As we look to the future, our industry faces both immense opportunities and challenges. Growth must be tempered with responsibility, and innovation must honor tradition. By focusing on sustainability, celebrating heritage, fostering community ties, and investing in our people, we can ensure that Greece remains not only a world-class destination but a beacon of authentic, refined hospitality. It is our responsibility—and our privilege—to preserve this legacy for generations to come.



Stavros Mitsis

MANAGING DIRECTOR, MITSIS GROUP
BoD MEMBER AT GREEK NATIONAL TOURISM ORGANISATION
BoD MEMBER AT SETE (GREEK TOURISM CONFEDERATION)
BoD MEMBER AT MARKETING GREECE S.A.
BoD MEMBER AT RHODES HOTEL ASSOCIATION
BoD MEMBER AT ATHENS-ATTICA & ARGOSARONIC HOTEL ASSOCIATION



Sustainable growth and authentic experiences: The future of Greek hospitality

As the global tourism landscape continues to evolve, Greece stands at a pivotal juncture. Our nation, renowned for its rich history, stunning landscapes, and unparalleled hospitality, must navigate a future where international competition is fierce and traveller expectations are higher than ever. In this context, the strategic positioning of the Greek market, the preservation of our unique hospitality, and a commitment to sustainable development are paramount. Success in tourism is not merely an option; it is an imperative.

THE UNIQUE POSITIONING OF THE GREEK MARKET

Greece has consistently ranked among the top global destinations, a testament to our country's allure and the quality of our services. Tourism is a cornerstone of our economy, contributing over 25% to our GDP and growing at a rate three times faster than other sectors. This robust performance underscores the importance of maintaining and enhancing our competitive edge.

However, as research indicates, modern travellers seek more than just beautiful beaches and ancient ruins. They desire authentic, multidimensional experiences that immerse them in local culture, gastronomy, and community. Our greatest comparative advantage lies in the authentic human touch and the unique sense of place that Greece offers. To capitalise on this, we must continually reshape our tourism product, respecting our destinations and optimising their global promotion.

PRESERVING AUTHENTICITY AND UNIQUENESS

Greek hospitality is famed for its warmth and authenticity. This is not something that can be manufactured; it is deeply embedded in our culture and way of life. As we advance, preserving this authenticity is crucial. Travellers today are savvy and discerning, looking for genuine connections and experiences that cannot be replicated elsewhere.

To achieve this, we must focus on experiential activities that showcase our natural wealth and cultural heritage. Investments in infrastructure must go hand-in-hand with efforts to promote our unique gastronomy and traditions. Moreover, we should leverage new technologies to enhance digital communication, making it easier for potential visitors to discover and fall in love with Greece before they even arrive.

Our greatest comparative advantage lies in the authentic human touch and the unique sense of place that Greece offers.

THE IMPERATIVE OF SUSTAINABLE DEVELOPMENT

Sustainability is not just a trend; it is the future of tourism. With over 45 years of industry experience, we recognise that our responsibilities extend beyond providing exceptional guest experiences. We are committed to addressing the social and environmental challenges of our times, integrating corporate social responsibility into all facets of our operations.

The past years have brought both challenges and opportunities, but our commitment to sustainable development remains unwavering. Our goal is to act as a role model for sustainable tourism development, and we are very pleased that all our hotels have received numerous sustainability certifications and awards, including the recognition of our Group as one of the "Most Sustainable Companies in Greece" for 2024. Our initiatives focus on supporting local communities, developing our employees, promoting our cultural heritage, digitalising our business operations, minimising our environmental footprint, and protecting the biodiversity in our destinations, all of which contribute to the creation of a better and more sustainable future for all.



COLLABORATION: THE KEY TO SUSTAINABLE TOURISM

The global pandemic served as a catalyst for rethinking the tourism model. It highlighted the necessity of collaboration between government, local authorities, businesses, and communities. Only through united efforts can we create a sustainable and competitive tourism product.

Collaboration enhances our capacity to innovate and adapt, ensuring the long-term resilience of Greek tourism. By working together, we can harness our collective expertise and resources, promoting growth and sustainability. This approach is essential for achieving the green and digital transitions that will define the future of tourism.

Only through united efforts can we create a sustainable and competitive tourism product.

THE FUTURE OF GREEK TOURISM

As we enter a new era, our vision for Greek tourism is clear: a shift from quantity to quality, with a heightened focus on environmental protection. Our strategy involves continuous customisation of services to meet customer needs, fostering an internal culture that attracts and retains top talent, and engaging authentically with local communities.

Our ambitious renovation and refurbishment programmes, alongside new investment plans, aim to fully upgrade our hotels and resorts by 2030. These efforts are not merely about modernisation; they are about enhancing the guest experience and adding value to our product. By doing so, we aim to project an image of Greece that is sophisticated, luxurious, and sustainable.

Our unwavering commitment to sustainable development and corporate responsibility is deeply ingrained in our philosophy as a Group, reflecting a holistic and fundamental approach to our operations and decision-making.



To conclude, Greece remains at the heart of our strategic roadmap. With a steadfast focus on innovation, sustainability, and guest-centricity, our vision extends beyond mere investments. We are dedicated to building valuable hospitality brands, nurturing lasting partnerships, and fostering community development. The future of Greek tourism is bright

and filled with opportunities for growth and transformation. By preserving our authenticity, embracing sustainability, and fostering collaboration, we can ensure that Greece remains a top destination for travellers worldwide. Success in tourism is our only way forward, and with determination and vision, we will continue to lead the way.

Agapi Sbokou
 CEO AT PHĀEA
 VICE PRESIDENT AT SETE
 VICE PRESIDENT AT MARKETING GREECE



Crafting a sustainable narrative: Greek tourism's journey forward

The notion that sustainability and luxury are at odds is a misconception; at PHĀEA, we firmly believe that true luxury encompasses a deep respect for the environment, guests, associates and local communities, aligning it with values of responsibility, integrity, and long-term viability for people and the planet. The essence of sustainability is deeply intertwined with our commitment to ethical practices, environmental stewardship, and social responsibility.

In our journey at Phāea we have placed consciousness as one of our core values, a prism for every small or big decision we make as a hospitality company. The choice of this word is to signify that our approach is much broader and encompasses not only policies and practices with strong KPIs but also subtler nuances of authentic hospitality and community building.

We increasingly observe a shift in the perception of luxury, as the word itself has been overused and often abused in our industry. We strongly believe in “Altogether Kinder Hospitality” and that there is no greater luxury than the privilege to take care of the people and the planet.

At Phāea, as we look into our next chapter of development, it is our responsibility to push the boundaries of luxury hospitality and evolve together with our guests, towards a kinder, more immersive version of travel.

CSR & CONNECTION WITH LOCAL COMMUNITY AT PHĀEA

At PHĀEA we operate under the principle that hotels are living organisms interconnected with their surroundings. We are dedicated to protecting and contributing to the development of the communities where we operate. This involves collaborating with suppliers to meet stringent environmental and social criteria, raising awareness among guests about locally sourced products, preserving and showcasing traditional methods and encouraging local entrepreneurship.

Our goal is to create positive social and environmental change across our operations, supply chain, and the wider hospitality sector of Greece.

Working with local suppliers

We believe in creating a responsible value chain and sourcing. Understanding the significant contribution of tourism to local and regional development, we prioritize locally sourced products. Our supply chain favors small businesses and local Cretan and Greek quality providers, with 26% of our F&B supplies originating from Crete and another 27% from other areas of Greece. Our procurement practices emphasize sustainability by favoring certified organic producers and those adhering to eco-friendly protocols. For instance, we purchase paper products from Fiberpack™-certified Greek suppliers and chemical solutions from companies that apply environmentally friendly protocols. Food sourcing is becoming vital for the luxury traveler. **The innovative PHĀEA Farmers Program is a cornerstone of our commitment to the local communities, supporting our seasonal employees and small-scale local producers by providing training in sustainable and organic farming techniques. The initiative ensures a steady supply of fresh, high-quality produce for our guests; contributes to the local economy, promotes agricultural sustainability and revives traditional agricultural methods.** The Phāea Sustainable Landscape Management program, commenced in 2020 and has been designed to improve soil health and mitigate climate change, among others. The program's focus is to implement sustainable practices, moving away from synthetic pesticides, planting endemic and xeriscape-friendly flora species, as well as adopting edible landscape orientation, with certified organic edible plants. Aiming long term at self-sufficiency, through our own extended organic gardens in our hotels, the Sustainable Landscape Management Program and the Phāea Farmers Program,



we covered 27% of fruits and vegetables, 47% of honey, and 85% of all olive oil consumed in 2023; thus, reinforcing our dedication to quality product, fostering local entrepreneurship and environmental stewardship.

Supporting local artisans and craftsmanship

The design and architecture of our hotels reflect a deep appreciation for Crete's history, nature, and resources. We strive to use sustainable and locally sourced materials, prioritizing local suppliers to minimize greenhouse gas emissions from transportation and storage.

Our love for Greek and Cretan art and craftsmanship is manifested in our efforts to incorporate local materials and important work in our design and to showcase recognized artisans within our hotels. Original art, commissioned work, temporary exhibitions and partnerships are at the core of our luxury proposition.

The recent partnership between Phāea Blue and the Benaki Museum, one of the most significant cultural institutions in Greece, housing a diverse collection that spans thousands of years of Greek history and art, lies at the heart of our

belief that luxury hotels can be a platform for greater causes. By integrating at the refurbished Phāea Blue a curated collection from one of Greece's most significant cultural institutions, guests are offered an immersive experience that highlights thousands of years of Greek history and artistry. Through this partnership and other commissioned collaborations, we have brought timeless Greek creativity to life enriching the guests' stay with cultural depth and historical significance, while at the same time encouraging local creativity and supporting craftsmanship.

New development should materialise in a way that is respectful to the environment, local architecture, landscape, natural resources as well as allowing local communities to grow and flourish.

Charitable donations

We support numerous local, national, and international organisations through in-kind and monetary donations. Our contributions provide support for a number of organizations focusing on children's charities and local animal welfare. Recognising the need to support hospitals in Crete for the benefit of local communities and guests, we contributed to the renovation of the Endoscopic Gastroenterology Unit at Agios Nikolaos Hospital, funded the Cardiac Surgery Department of the University Hospital of Heraklion and support with medical equipment.

Volunteering activities

We encourage volunteerism among our employees through various initiatives such as tree planting, growing potatoes for families in need, and hosting environmental awareness events for local schools. Participation in marathons and local sports events, supporting awareness about important issues such as neurodiversity are also part of our activities. Phāea operates our own Blood Bank to provide essential healthcare support for employees and their families, ensuring access to life-saving resources in times of need.

INTERNATIONAL FLAGS IN GREEK HOSPITALITY

We can't help but notice the transformative impact international brands can have on the Greek hospitality sector. These global names elevate service standards, expand marketing reach, and bring operational expertise. Even though their presence in Greece is currently low, their influence can significantly enhance the quality and appeal of Greek tourism.

The integration of international brands encourages healthy competition, prompting local hotels to elevate their offerings and improve guest experiences. This dynamic environment benefits the entire sector, promoting continuous improvement and adaptation to global hospitality trends.

When it comes to sustainable growth though, the responsibility is even greater for those international brands. Their

responsibility lies primarily with the obvious best practices, goals, KPIs, standards and product delivery that they require as part of their service standards. On a deeper level, it is also about the way they themselves grow business in local destinations. **New development should materialize in a way that is respectful to the environment, local architecture, landscape, natural resources as well as allowing local communities to grow and flourish.**

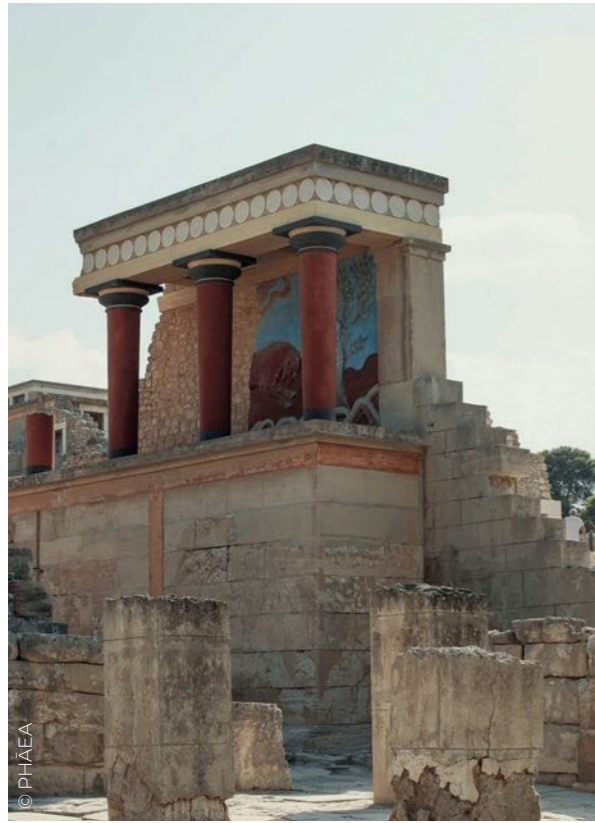
SERVICE

Greeks are known for their hospitality – the Greek word “philoxenia”. In Greece, hospitality is renowned for impeccable service, care and personal attention. At PHĀEA, we are proud of our hospitality and work with enthusiasm to ensure our “philoxenia” is also paying it forward.

Every member of our team is a proud host and ambassadors of Greece

Our hotels have been proudly operated by a Cretan family for two generations, embodying a legacy that is woven into every corner of their grounds, reflecting a profound understanding of the island's essence. The team at all hotels, many of whom are locals with years of dedicated service, bring a wealth of know-how and meticulous attention to detail. This dedication is evident in the service, which mirrors the warmth and kindness inherent in the hearts of the locals. **At their core, our places beat with the rhythm of genuine Greek hospitality, making every guest feel at home.**

Every member of our team is a proud host and ambassadors of Greece, **trained to be culturally aware and sensitive, ensuring every guest feels welcomed and valued.** At PHĀEA, service excellence is not just about meeting the needs of our guests; it's about exceeding them. We strive to create a lasting impression through personalized interactions, attention to detail, and a genuine commitment to hospitality.



Our foremost priority in personnel training is to inspire our team members, fostering an understanding that their roles in the hospitality industry are both unique and profoundly significant.

PERSONNEL TRAINING

At PHĀEA, one of our core principles is “Strive for Evolution,” which emphasizes continuous learning and discovery. Our training initiatives are designed to foster a culture of sustainability, innovation, and continuous improvement, ensuring our staff are always prepared to meet the evolving needs of our guests and the industry. **Our foremost priority in personnel training is to inspire our team members, fostering an understanding that their roles in the hospitality industry are both unique and profoundly significant.**

We encourage our staff to see their roles not merely as jobs but as pathways to fulfilling careers. **A waiter at PHĀEA is not just serving tables; they are hospitality professionals, ambassadors of Greek culture,** and future Maîtres, Sommeliers, or F&B Managers. By instilling this vision, we ensure our employees are motivated and view their work as part of a bright and promising career path. This approach aligns with our mission to celebrate a truer, more timeless Greece.

By investing in our people and their development, we can achieve sustainable growth while preserving the unique essence of our hospitality. Our comprehensive training program at PHĀEA focuses on several key pillars: Employee Development Paths and Training, Quality Training and special Sustainability Training, Health & Safety at Work Training, Cultural Awareness and Sensitivity Training, Technology and Innovation Training, Leadership and Management Training, Customer Service Excellence, Crisis Management and Emergency Response.

We collaborate with industry professionals and leverage internal expertise to deliver robust training programs and partner with a global training organization provides our management team specialized training paths and access to a vast library of resources, keeping our staff updated with industry best practices. Supported by an internal platform, we offer customized department-specific training opportunities. This platform encourages cross-departmental learning and last year facilitated 7,740 training hours including classroom sessions, online courses, interactive e-learning, and on-the-job training. We also utilize workshops, mentoring, and peer learning to continually reinforce skills and knowledge across all organizational levels.

Through these comprehensive training initiatives, we aim to keep tourism growing sustainably without sacrificing the quality and authenticity of our hospitality offerings. In response to the question, “What if we train them and they leave?”, we firmly believe the more important question is, “What if we do not train them and they stay?”.



HOSPITALITY STORYTELLING

Storytelling is the heartbeat of Greek hospitality, a way to connect with guests on a deeper level. At PHĀEA, we weave narratives that captivate and inspire, that reflect our own, genuine version of Greece and bring likeminded people together.

Our brand narrative is deeply rooted in the authenticity and richness of Greek culture, which permeates every aspect of our places. **Phāea, an ancient Homeric word is the light in your eyes when you are happy. This story is inspired by the unique quality of Greek light, symbolizing clarity, warmth, and inspiration.** We are dedicated to sharing with our guests a truer, more timeless Greece – one that can be seen through, a new light”.

We are speaking to the traveler who seeks to explore Greece through a new lens; those looking for effortless and elevated

experiences without limits. We encourage guests to share their own stories and be part of our vibrant community. This creates a sense of belonging and connection, where every guest plays a vital role in our community ethos of giving rather than taking. This is why across all our hotels, the virtues of care and authenticity are celebrated and anchored by an understated sense of luxury. It’s something that comes naturally to us. Connecting visitors to the ‘real’ Greece through original PHĀEA experiences that mirror our values, with kindness, generosity and a dedication to people and place.

By blending the old with the new, the traditional with the innovative, we create a hospitality experience that is timeless yet fresh; classic yet contemporary. At PHĀEA, every moment is a story waiting to be told, and every stay is a chapter in the book of the guests’ adventures.

Kalia Konstantinidou

OWNER, EMPIRIA GROUP
BoD MEMBER AT ENTERPRISE GREECE



*Greek Tourism needs
a National Plan*

The intricate and ever-changing link between sustainable expansion and upholding high standards of hospitality is dynamic. Achieving both objectives necessitates a balance between providing exceptional visitor experiences and environmental, social, and economic sustainability. A comprehensive approach that incorporates sustainability into all aspects of the tourism sector is necessary to maintain growth at a healthy and sustainable rate without compromising the calibre and genuineness of hospitality proposition.

The main challenges of tourism that we often talk about include temporal and spatial uncertainty, impact of tourism on the environment and nature, seasonal tourism and climate change, adaptation to accelerated technological changes in tourism, quality of life and well-being of the local population, behavioral changes and traveler needs.

A point that has not been solidly addressed though is the local municipalities' efficiency, ineffective legislation and management framework being all of prime importance before investment and rudimentary planning proceeds. Greece is currently undergoing a significant transformation into amending its legislative framework to strengthen the role of municipalities, planning project programs and supporting the communities in order to allow better management of tourism development, while encouraging business investment in innovation. All this is impossible to materialize without a «National Plan for the Sustainable Development of Greek Tourism».

Sustainable growth in tourism must target in raising the quality of life of the local population and the economic and social progress of the society. Greece's key selling point as a tourist destination is its authenticity, which reflects hospitable, open and hearty people, the diversity of its regions and its rich natural and cultural heritage. Tourism in Greece is more than entrepreneurship. It's a way of life. With the goal of protecting and preserving natural

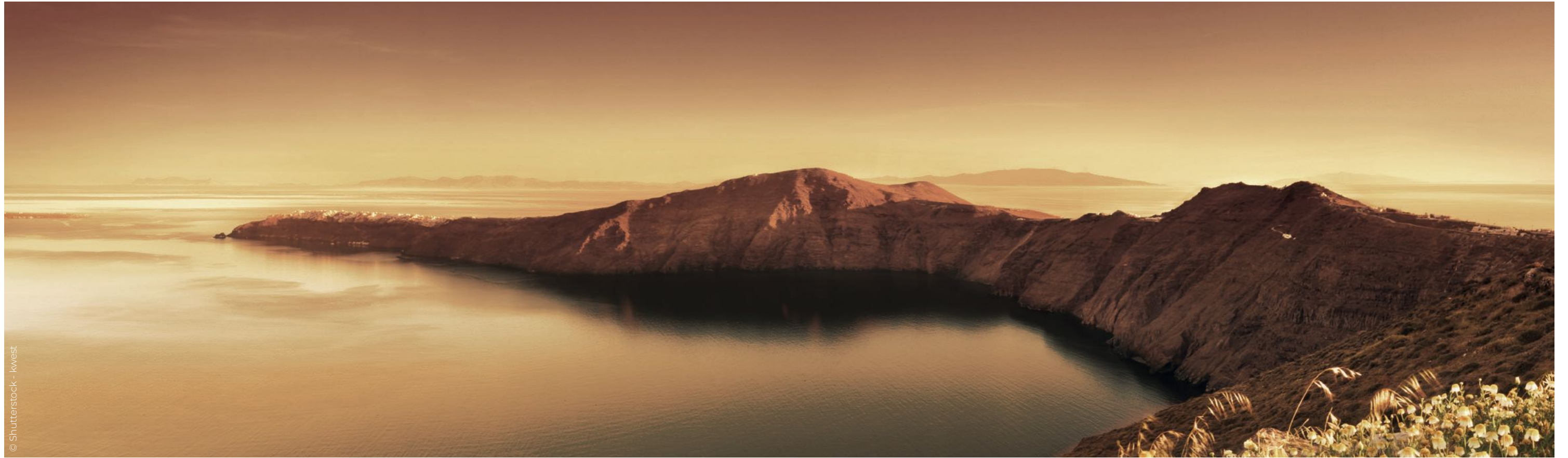
resources, it is necessary to stop negative trends such as excessive use of space and seasonality, loss of the historically shaped landscape of iconic destinations and start a sustainable development paradigm in accordance with best practices globally.

These practices, when planned integrated effectively by local governments, can help create a balanced approach to tourism growth, preserving the integrity of the destination while providing enriching experiences for visitors.

By implementing effective policies, developing sustainable infrastructure, engaging communities, conserving the environment, and promoting the destination responsibly, local governments can ensure that tourism growth benefits both current and future generations. Efficient governance, when aligned with sustainability goals, not only preserves the quality and authenticity of the destination but also enhances its long-term appeal and resilience.

Local government efficiency plays a pivotal role in supporting sustainable tourism expansion. Greece is currently in a substantial process of its most promising **strategic planning** with comprehensive tourism master plans that integrate sustainable development principles. Prime Minister Mitsotakis recently announced a series of tourism initiatives focusing on infrastructure, education, overtourism and a Local Spatial Plans for Sustainable Development, but also and how the Public-Private Partnerships (PPPs) can act as the **incubator of synergies** where all stakeholders involved in tourism jointly decide and co-develop strategies for the promotion and development of the country's destinations.

But as we are moving from a framework short on specifics, causing significant spatial chaos due to generalities and a lack of enforcement mechanisms to an efficient and solid approach, we need to make sure



that these initiatives address infrastructure needs, resource management, and community engagement comprehensively. Robust regulatory frameworks are crucial and local governments shall take the lead and implement standards for environmental practices that foster a culture of sustainability and overcome challenges of the past.

Developing **eco-friendly infrastructure** is a significant area where local government can make a difference. Promoting the construction of energy-efficient buildings and infrastructure using sustainable materials contributes to reducing the environmental footprint of tourism facilities. Moreover, the development of efficient public transportation systems can significantly reduce the reliance on private vehicles, thereby decreasing carbon emissions and traffic congestion. These measures collectively enhance the sustainability of the destination's infrastructure.

Cultural heritage promotion is vital in preserving and showcasing the unique aspects of local culture and heritage. By highlighting and promoting local

culture through various tourism offerings, governments can enhance the authenticity and appeal of the destination. This not only attracts tourists but also fosters a deeper appreciation and preservation of local traditions and cultural sites.

Efficient governance, when aligned with sustainability goals, not only preserves the quality and authenticity of the destination but also enhances its long-term appeal and resilience.

In addressing climate action, local governments should develop strategies for dealing with natural disasters and climate change impacts. This involves creating disaster preparedness plans to protect tourism infrastructure and communities, ensuring resilience against adverse environmental conditions.

The creation and management of **protected areas** are essential for

conserving biodiversity and natural habitats, making them key attractions for eco-tourism. Local governments should focus on establishing nature reserves and regulating tourism activities in sensitive areas to minimize environmental impact. This can include measures such as limiting visitor numbers and controlling development to preserve the ecological integrity of these areas.

Sustainable destination branding involves marketing the destination's commitment to sustainability to attract eco-conscious travelers and differentiate it from less sustainable competitors. Providing transparent information about sustainable practices and achievements helps build trust and enhance the destination's reputation, making it more appealing to tourists who prioritise making an impact.

The Minister of Tourism recently unveiled a new initiative focused on the establishment and operation of Destination Management and Promotion Organizations (DMMOs) to shape the future of Greek tourism. This program aims to provide comprehensive studies and technical support to help regions

create effective **DMMOs** with efficient local governance being fundamental to achieve sustainable tourism expansion. Highlighting the need for innovation to align with evolving traveler preferences, the Minister emphasized the importance of adopting digital tools and strategies for promotion and visibility to ensure the competitiveness and sustainability of Greek tourism in the modern era that can balance tourism growth with environmental stewardship and community well-being.

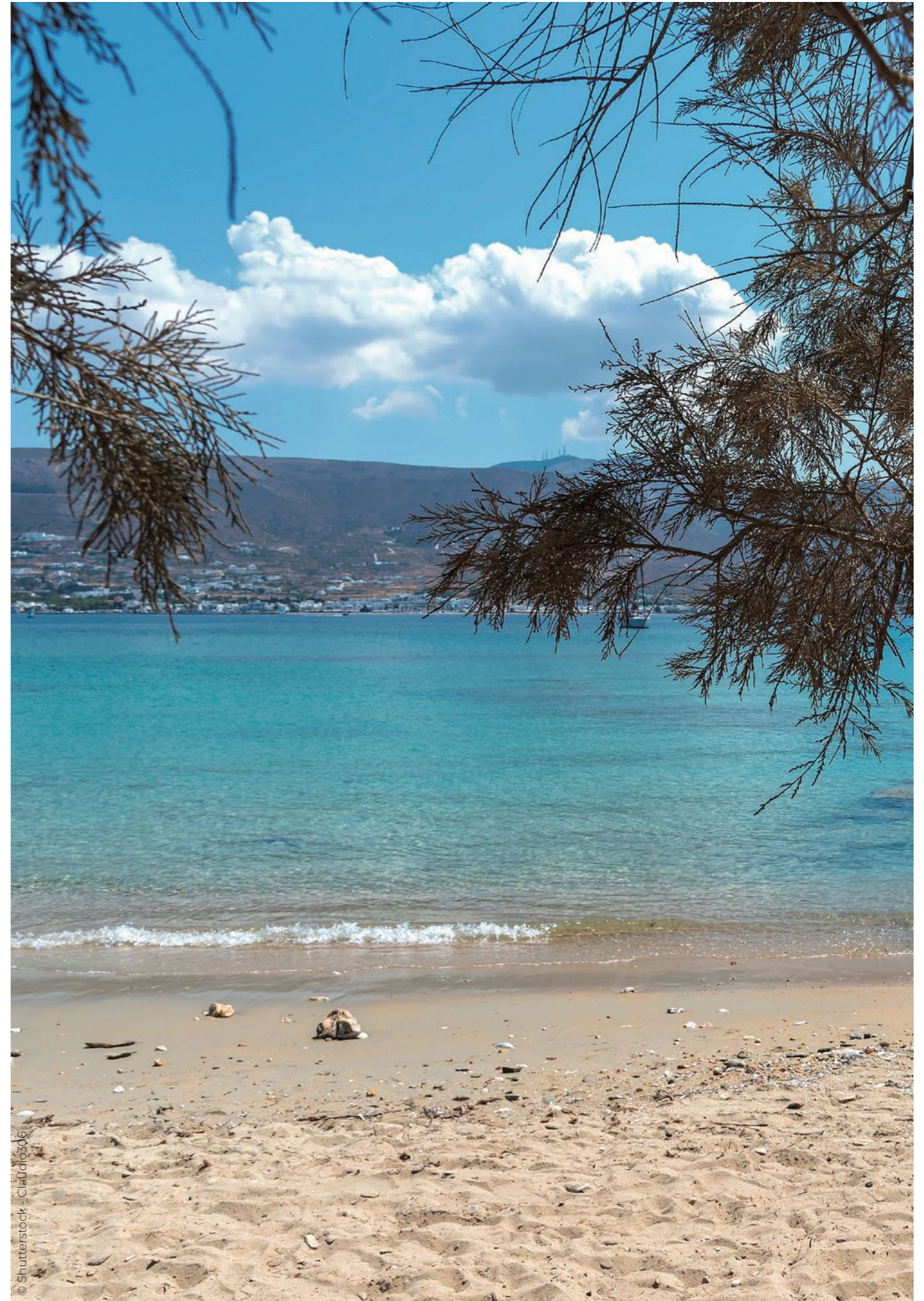
By focusing on data-driven decision-making and incorporating community views, Greece can develop a tourism sector that balances economic development with environmental protection and social equity.



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In conclusion, to achieve sustainable tourism growth Greece needs to **enhance its Leadership & Governance** and **Management & Stewardship** capabilities. By focusing on data-driven decision-making and incorporating local governments and community views, Greece can develop a tourism sector that

balances economic development with environmental protection and social equity. This integrated approach will help create a resilient and sustainable tourism industry that benefits both visitors and local communities while preserving Greece's rich cultural and natural heritage.



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04

*Accor's
Vision*

CHRISTINA RAMOS

FRANK REUL

ANTOINE BOURRISSOUX

ANTOINE DUBOIS

PASCALINE HAZART

Christina Ramos

CHIEF SUSTAINABILITY OFFICER FOR
EUROPE AND NORTH AFRICA ACCOR



*Redefining travel: Pioneering
a sustainable future for hospitality
in Greece and beyond*

The travel and tourism industry plays a critical role in the global economy, accounting for up to 10% of global GDP while supporting 10% of global employment. At the same time, the consequences of climate change and overtourism are clearly showing that our industry faces a pressing need to address sustainability challenges arising from its growth. This is particularly true for a country like Greece, a country that consistently attracts visitors from all corners of the world and where sustainable tourism is crucial to preserve its rich cultural heritage and natural landscapes.

Hospitality is at the crossroads of many activities, making it an important vector for change. At Accor, we believe it is our role to shape a more sustainable future of travel. While we have been a pioneer in bringing sustainable development to hospitality for more than 30 years, we are now accelerating our global sustainable transformation by building a model where we contribute more than we take.

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. Based on science, our approach is based on three operating pillars: **Stay, Eat** and **Explore**:

We must operate hotels within the planetary boundaries meaning, preserving water, natural resources and decarbonise hotels. This means that we implement new smart and sustainable design, and progressively transform our current network by applying circular economy principles to preserve resources. We focus on sustainable operations, by reducing our

*At Accor, we believe it is
our role to shape a more
sustainable future of travel.*

*Our ultimate destination is
a place where we globally
contribute to the world more
than we take from it.*

waste, eliminating single-use plastics and optimising our consumption of resources like water and energy. We ensure our hotels' sustainable transformation is visible and widely communicated to our guests, clients and all stakeholders, especially through third-party sustainable certification, with the aim of raising awareness and inspire responsible behaviours.

With a network of over 10,000 bars and restaurants, Accor recognises that we must participate in transforming practices while enhancing the guest experience. This includes promoting responsible and local sourcing, reinforcing actions to reduce food waste, as well as shifting eating habits, by offering more sustainable options to our guests.

Last but not least, we must participate in rethinking the tourism model by anchoring hotels in their territory and being a force for good for local communities. Protecting natural ecosystems and biodiversity requires a comprehensive approach, from the natural environment around our hotels to our food chain, to preserving local communities and cultures. We also forge stronger bonds with our guests around important sustainability topics by raising awareness of the stakes and issues, so that ultimately, they can also be ambassadors of change.

Our ultimate destination is a place where we globally contribute to the world more than we take from it. It is also a destination where each stay in one of our hotels is deeply rooted in the host country and each guest's experience is authentically connected to its people.

Frank Reul

VP DEVELOPMENT ACCOR PREMIUM, MIDSACLE & ECONOMY, EASTERN EUROPE, BALKANS, ITALY & GREECE



Greece is becoming ever more important for Accor

Tourism in Greece keeps growing, and the country will need continued investment to upgrade facilities and infrastructure.

The country has become a magnet for international investors seeking lucrative opportunities in the hospitality sector; these factors give an excellent opportunity to bring together the knowledge of leading global brands with Greece's deep-rooted tourism culture and know-how.

Accor is poised to significantly amplify its presence in Greece, leveraging the country's dynamic tourism landscape and our unique position within it.

Recognising Greece as a strategic destination, we are committed to expanding our presence across the country, which continues to outshine on the global stage with its impressive gains in market share since 2019.

Our approach is holistic, deeply respecting and embracing the century-long tradition of Greek hospitality known for its warmth and generosity. This tradition aligns with our mission to offer authentic experiences that reflect the character of each locale, recognising the intricate mosaic of Greek culture, its rich history, and the untapped potential of its diverse landscapes.

We see an increased demand for large hotel networks, with more inquiries from independent hotels and chain hotels looking to switch networks and attracted by Accor's strong distribution power. The market also shows a strong demand for lifestyle and extended-stay hotel brands, with a broad openness to new concepts.

Our approach is holistic, deeply respecting and embracing the century-long tradition of Greek hospitality known for its warmth and generosity.

Accor, as the leader in Europe, has the brands, sales, distribution infrastructure, people, and, most importantly, customer base to be an ideal partner for hotel owners in Greece, including resorts in a wide range of destinations and hotels in all gateway cities.

The country has become a magnet for international investors seeking lucrative opportunities in the hospitality sector.

The number of hotel brands available in the market has increased noticeably. Historically dominated by premium brands, leisure destinations are now seeing the rise of economy and midscale hotels. Accor alone offers 45+ brands globally, which provides greater diversity and more options to suit all markets' needs.

A trend we are also witnessing is that today's hospitality goes beyond accommodation. With our hotels at the core, we are building multi-faceted places where guests live every aspect of their lives and, in the process, creating greater revenue potential for our hotel owners, investors, and the Accor group.

Accor is in a strong position to rapidly grow its network in Greece, and we look forward to our future in Greece and the opportunities to further contribute to its tourism development, making it a top choice for travellers worldwide and enriching its rich tradition of welcoming guests.



Antoine Bourrissoux

SENIOR VICE PRESIDENT DESIGN & TECHNICAL SERVICES
EUROPE & NORTH AFRICA FOR PREMIUM, MIDS-SCALE
AND ECONOMY BRANDS



© Bruno Levy

*The future of hospitality lies
in sustainability by design*

As the hospitality sector continues its remarkable rebound, particularly in destinations like Greece, our industry faces a pivotal moment. The challenge now is not just about growth—it is about how we achieve it responsibly. Sustainable hospitality is no longer a choice; it is a necessity. For over 30 years, Accor has led the way in embedding sustainability into hospitality. Today, this commitment has deepened, with sustainability at the core of everything we do. As we design the hotels of tomorrow, our approach must be holistic, considering every phase of development, from the first blueprint to the guest's experience. Let me share the guiding principles that shape this vision.

1. SUSTAINABILITY AS A BUSINESS IMPERATIVE

For Accor, sustainability is not just an ethical responsibility—it is a strategic advantage. Consider this: energy consumption alone accounts for 70% of the carbon footprint in our hotels. By investing in sustainable design and construction, we reduce operational costs while enhancing the appeal of our properties to eco-conscious travellers and businesses.

The shift toward sustainability also makes financial sense for our owners and investors. Certified hotels not only attract a broader market but also enjoy higher asset valuations. This alignment of ecological and economic priorities underscores the value of sustainability as a core business strategy.

For over 30 years, Accor has led the way in embedding sustainability into hospitality. Today, this commitment has deepened, with sustainability at the core of everything we do.

2. DESIGNING FOR ACCESSIBILITY AND EFFICIENCY

Sustainability starts with thoughtful design. At Accor, we believe that the journey toward a sustainable hotel begins with reimagining how a property functions—both for our guests and our teams.

Accessibility is a foundational priority. Every design standard we implement addresses inclusivity, from accessible entrances to lifts designed for visually impaired guests. These features ensure our properties welcome everyone while setting the benchmark for modern hospitality.

As we design the hotels of tomorrow, our approach must be holistic, considering every phase of development.

The integration of sustainable systems is also a crucial point. For example, air conditioning systems can do more than maintain comfort. By linking hot water plants with cooling systems, we create synergies where excess heat is repurposed to cool rooms or other areas, which helps reduce energy consumption and enhance operational efficiency.

3. EMBEDDING SMART ENERGY MANAGEMENT

Energy remains one of the largest operational costs for hotels. That is why we emphasise the importance of advanced energy management systems in every project, to allow us to monitor and control energy usage across the property. These systems not only reduce costs but also significantly contribute to lowering the carbon footprint of our hotels.



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Beyond technology, the orientation of the building and the materials we choose play a crucial role. Facades designed to optimise natural light while minimising heat gain can drastically reduce the need for artificial cooling, especially in regions with sunny climates like the Mediterranean.

4. BUILDING SUSTAINABLY, CERTIFYING RESPONSIBLY

The construction phase is where sustainability takes tangible form. At Accor, we encourage developers to pursue globally recognised certifications such as BREEAM and LEED. These certifications provide a clear framework for sustainable construction, ensuring that every project respects environmental standards while increasing the property's long-term value.

In addition, we ask our operational partners to secure certifications such as Green Key or Green Globe, further embedding sustainability into the guest experience.

5. A COLLABORATIVE VISION FOR A BETTER FUTURE

At Accor, we recognise that systemic change requires collaboration. As an industry, we must work together with governments, NGOs, and peer organisations to create shared solutions.

Sustainability must be woven into every aspect of the guest experience. Whether through eco-designed spaces, responsible sourcing in our restaurants, or programmes to protect local biodiversity, our aim is to inspire guests to join us on this journey.

Sustainability is no longer a “nice to have”—it is the future of our industry. By embracing a holistic approach to hotel design and construction, we can ensure that the growth of hospitality remains aligned with the needs of our planet and its people. This commitment is not just about reducing our impact; it is about creating hotels that are part of the solution.



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Antoine Dubois

SVP MARKETING, LOYALTY, SPONSORING & GUEST EXPERIENCE ACCOR EUROPE & NORTH AFRICA, PREMIUM, MIDSCALE & ECONOMY BRANDS



Sustainable growth without sacrificing guest experience: The Accor approach in Greece

Greece has long been a destination of choice for travellers seeking a blend of rich history, stunning landscapes, and immersive cultural experiences. As tourism in the country continues to thrive, the challenge lies in fostering growth that does not compromise the environment or diminish the authenticity of the local experience. Accor Hotels, a leader in global hospitality, is at the forefront of ensuring sustainable development while preserving the essence of Greek hospitality.

At Accor, sustainability isn't just a trend; it is deeply embedded in our operational philosophy. We recognise that unchecked tourism can strain local resources, degrade natural environments, and erode cultural heritage. To balance these effects, we have implemented a range of sustainable practices across our properties worldwide but as well in Greece. Three out of four of our hotels in Greece are in the process of obtaining green certifications such as Green Globe and Green Key, which affirm our commitment to adhering to strict environmental standards. From energy-efficient infrastructure—utilising LED lighting, smart thermostats, and water-saving fixtures—to reducing waste through comprehensive recycling programmes, our goal is to create a responsible and sustainable stay for our guests.

Perhaps one of our most ambitious moves was the elimination of single-use plastics, a commitment that spans all Accor hotels including Greece. This initiative, while challenging, as some suppliers are not always locally ready, aligns perfectly with our vision of offering an eco-friendly guest experience without sacrificing comfort.

Beyond the environmental aspect, Accor understands that modern travellers seek deeper connections with their destination. Guests today want more than just a place to sleep; they desire authentic experiences that resonate with the local culture. In Greece, Accor has carefully curated its offerings to meet this demand. From traditional Greek cuisine served in our hotel restaurants

to activities that immerse guests in the country's rich heritage, we strive to ensure that each stay is not only comfortable but culturally enriching.

Accor understands that modern travelers seek deeper connections with their destination. Guests today want more than just a place to sleep.

Of course, none of this would be possible without our people. Service is the heartbeat of any hotel experience, and Accor has consistently been recognised for its commitment to excellence in this area. A staggering 96% of guest feedback highlights the friendliness of our staff as a key contributor to their overall experience. This isn't by accident. Our team members undergo rigorous training not only in hospitality standards but also in sustainable practices and local cultural knowledge. This ensures that each interaction is both warm and meaningful, fostering a deep connection between the guest and the destination.

Accor's focus on personalisation further enhances the guest experience. Through our Accor Digital Customer Card (ACDC), we are able to tailor stays to individual preferences. Whether it's pre-assigning a guest preferred room or accommodating specific dietary restrictions, this personalised touch makes every stay unique. The ability to anticipate guest needs, based on past interactions, is what transforms a good stay into a memorable one. And in today's highly competitive hospitality landscape, this level of personalisation fosters guest loyalty, creating repeat visitors who feel valued and recognised.



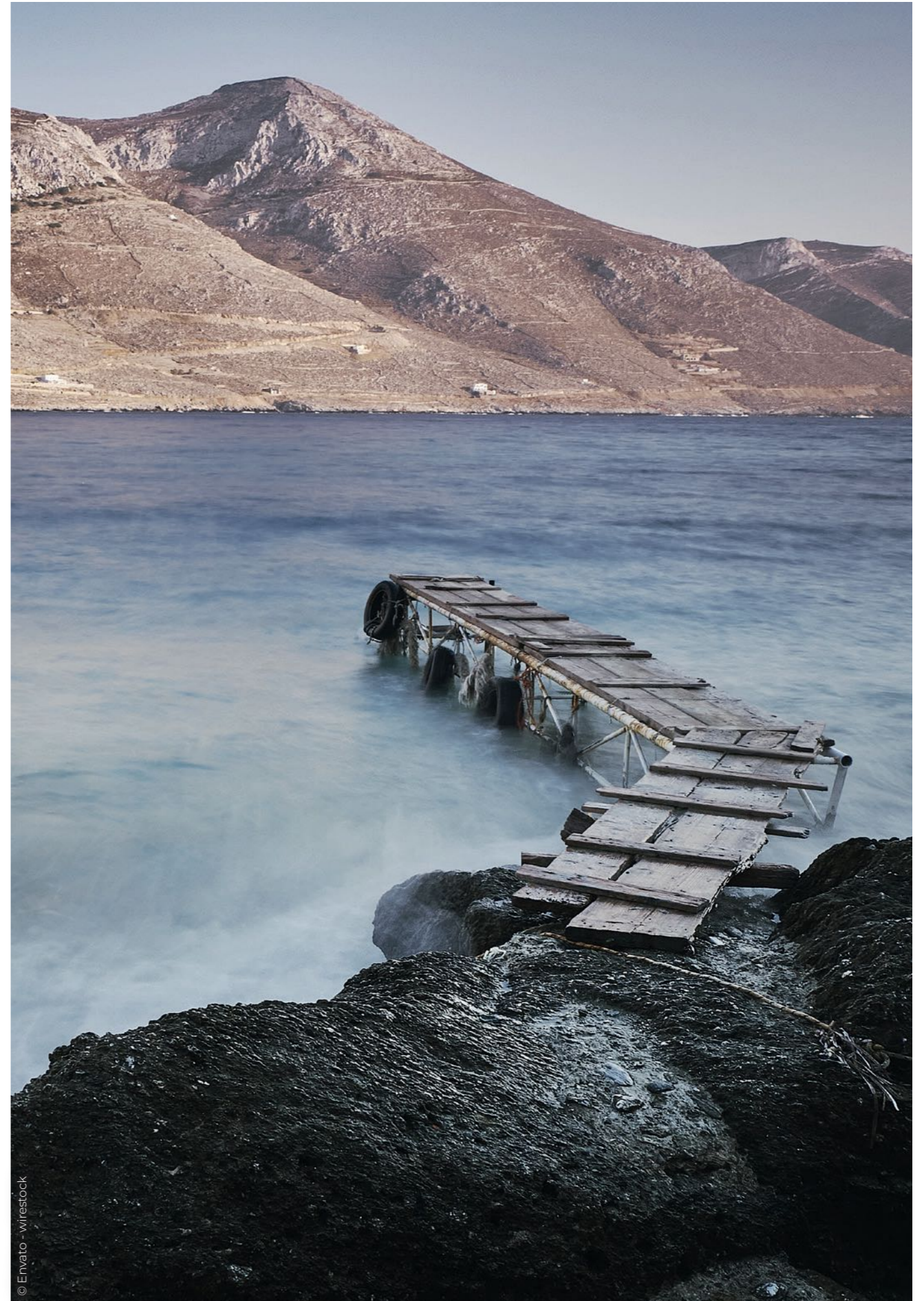
Accor is committed to growing tourism in Greece in a way that balances sustainable development with the preservation of local culture and high service standards

Maintaining high service standards doesn't just happen within the walls of our hotels - it's also about listening to our guests and adapting. Through the use of advanced reputation management tools like TrustYou, we are able to monitor guest feedback in real-time across multiple platforms. This allows us to quickly address concerns and make continuous improvements, ensuring that we exceed expectations and stay ahead of the evolving needs of travelers.

Accor's diverse portfolio in Greece allows us to cater to a wide array of travellers. From economy to midscale hotels, and

soon expanding with the introduction of our Handwritten collection, our offerings meet the varied preferences of our guests while maintaining a consistent focus on sustainability and quality. Each hotel is designed to offer not just a place to stay, but an immersive experience that reflects the beauty and culture of Greece.

In conclusion, Accor is committed to growing tourism in Greece in a way that balances sustainable development with the preservation of local culture and high service standards. By embedding eco-friendly practices into our operations, curating authentic guest experiences, and maintaining rigorous quality control, we ensure that tourism in Greece continues to thrive without compromising the very elements that make it so special. Through our ongoing efforts, we aim to set a benchmark for sustainable hospitality in the region, providing guests with exceptional stays that honor the environment, culture, and traditions of this remarkable destination.



Pascaline Hazart

VP LEARNING & DEVELOPMENT,
ACCOR ACADEMY



*Learning and development in
the Greek hospitality sector:
A path to sustainable growth*

For decades, Greece has enchanted global travellers with its cultural heritage, stunning landscapes, and renowned hospitality. However, the challenge now lies in sustaining tourism growth without compromising the authenticity and quality that define Greek hospitality. As Accor Academy marks 40 years of Learning and Development (L&D) excellence, our commitment to supporting the Greek hospitality sector on this journey has never been stronger.

Accor Academy's mission focuses on three pillars: service excellence, core capability pathways, and enhanced leadership growth. By fostering a workforce skilled in operational excellence, sustainability, and cultural authenticity, we aim to meet the evolving needs of the Greek hospitality industry.

THE GREEK HOSPITALITY INDUSTRY AT A CROSSROAD

While tourism is a crucial part of Greece's economy, rapid growth presents risks such as overcrowding, environmental degradation, and cultural erosion. To maintain Greece's leadership in global tourism, the focus must shift toward fostering authentic guest experiences while integrating sustainable practices.

At Accor Academy, we believe the key to sustainable growth is developing hospitality professionals—our **Heartists**—who reflect the essence of Greek hospitality. By equipping these professionals with modern skills and a deep understanding of local culture, we can help them deliver exceptional, authentic guest experiences.

Accor Academy's training equips hospitality professionals to implement eco-friendly practices across all areas of operation, from housekeeping to food and beverage.

Accor Academy's mission focuses on three pillars: service excellence, core capability pathways, and enhanced leadership growth.

CULTURAL SENSITIVITY AND BRAND IMMERSION

Accor's **Brand Immersion and Service Culture** programs focus on embedding the brand's service culture into the guest experience, elevating brand standards and ensuring that every interaction is truly memorable. In Greece, where traditions are deeply linked to hospitality, this training helps professionals maintain authenticity while adapting to global service standards.

By 2025, Accor Academy will offer digital learning modules across all brands and face-to-face training for select brands starting with the Ibis family of brands, Novotel and Pullman. This flexible approach ensures that Greek hospitality professionals can master both global and local service nuances, ultimately enhancing guest satisfaction.

FOSTERING SUSTAINABLE PRACTICES IN HOSPITALITY

Our 2025 guidelines emphasise integrating sustainable practices throughout hospitality operations. Initiatives like **Zero Plastic** and **Food Waste Reduction**, along with broader environmental education through platforms such as the **Climate School**, ensure that sustainability becomes a core part of the hospitality experience in Greece.

Accor Academy's training equips hospitality professionals to implement eco-friendly practices across all areas of operation, from housekeeping to food and beverage. Reducing water and energy consumption, adopting sustainable supply chains, and managing waste more efficiently are just a few examples of how we help protect Greece's natural resources while maintaining high service standards.



UPHOLDING SERVICE STANDARDS FOR ENHANCED PERFORMANCE

Accor's **Standard Operating Procedures (SOP) Service Excellence Program**, launching in 2025, aims to elevate service quality by emphasising operational standards tailored to each brand. This programme will directly impact key performance indicators such as **RPS (Reputation Performance Score)** and **RevPAR (Revenue per Available Room)**.

Through this programme, hospitality professionals will receive training designed to align with brand-specific operational excellence. This focus on service standards ensures that every team member is equipped to deliver exceptional guest experiences, which fosters higher levels of guest satisfaction and loyalty. By enhancing service quality and operational efficiency, hotels can expect improved financial performance while maintaining the traditional values that are the hallmark of Greek hospitality.

LEADERSHIP DEVELOPMENT FOR SUSTAINABLE GROWTH

Strong leadership is essential for the sustainable growth of the Greek hospitality sector. Accor Academy's **Enhanced Leadership Growth** pillar develops leaders who understand both the global trends and the local nuances of the Greek hospitality. One of our key goals is to reveal the talents within our Heartists and act as a social elevator in their lives, empowering them to reach their full potential.

Our leadership programs are designed to equip managers with the skills needed to foster innovation, manage teams, and implement sustainable business practices. By identifying and nurturing individual strengths, we help Heartists advance their careers while enhancing the overall quality of service in the hospitality sector. From emerging leaders to general managers, our tailored programs focus on leadership development, financial management, and strategic decision-making.

By nurturing local talent and providing opportunities for growth, Accor Academy ensures that the next generation of Greek hospitality leaders will be prepared to navigate challenges while preserving the cultural authenticity that defines the industry.

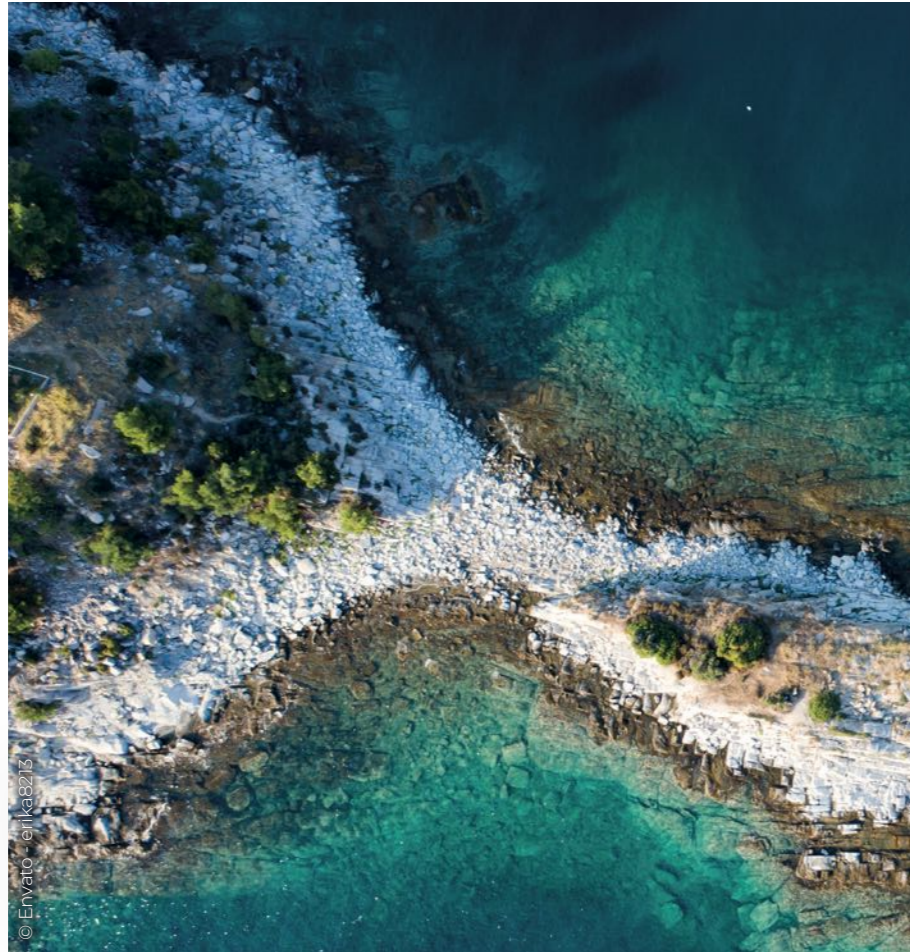
CONCLUSION: BUILDING A SUSTAINABLE, AUTHENTIC FUTURE

As Greece continues to attract millions of tourists, it is essential to balance growth with preservation. Accor Academy is committed to shaping the future of Greek hospitality by investing in the development of professionals who can uphold the sector's traditions while embracing innovation.

With a focus on service excellence, sustainability, and leadership development, we aim to ensure that Greece remains a global leader in hospitality without losing its cultural identity. Through our 40 years of L&D expertise, we are dedicated to helping Greek hospitality professionals achieve their full potential, ensuring a bright and sustainable future for Greek tourism.



Closing Note



Bridging the gap: international hotel brands and Greece's untapped potential

Greece has long been celebrated as a premier global tourism destination, drawing millions of visitors annually with its unique blend of natural beauty, rich cultural heritage, and renowned hospitality. As the country continues to solidify its position as a top travel destination, the Greek hospitality market presents a compelling opportunity for international hotel brands to expand their presence. Despite its undeniable appeal, the penetration of international hotel chains in Greece remains limited compared to other Mediterranean markets, leaving significant room for growth and development.

Historically, Greece's hospitality landscape has been dominated by independent hotels and small-scale, family-owned properties, which have contributed to its unique character. However, with evolving traveler preferences and the increasing demand for consistent, globally recognized standards, international hotel brands are uniquely positioned to complement the local offering.

A CLOSER LOOK AT INTERNATIONAL BRAND REPRESENTATION IN GREECE

As reported by GBR Consulting, in the second quarter of 2024, there were 205 hotels, comprising 29,204 rooms, that belonged to one of 39 international chains operating in the country. In the 5-star hotel category, only 20% of properties and 26% of the total room inventory were affiliated with international chains. Similarly, the 4-star segment saw even lower representation, with just 5% of hotels and 11% of rooms belonging to international brands. These statistics reflect a market still dominated by independent properties and smaller domestic players, offering a substantial opportunity for global brands to increase their footprint and cater to the evolving preferences of travelers.

COMPARISON WITH PEER MARKETS

Italy: as reported by the Chains Monitor report released by THRENDS in the third quarter of 2024, Italy's hospitality market

Despite its undeniable appeal, the penetration of international hotel chains in Greece remains limited compared to other Mediterranean markets, leaving significant room for growth and development.

reflects a far more developed presence of international hotel brands compared to Greece. As of Q3 2024, there were 2,380 chain hotels, comprising 229,000 rooms, representing a remarkable 21.5% of the country's total room inventory. This demonstrates the significant role of branded accommodations in Italy's tourism sector. Since 2013, the number of rooms offered by chain hotels in Italy has seen steady annual growth, achieving an impressive increase of 57% by Q3 2024. The country currently hosts 81 international hotel chains operating under 168 distinct brands, underscoring Italy's mature and dynamic hospitality landscape.

Portugal: according to a report released by Horwath HTL in October 2023, Portugal demonstrates a strong presence of international hotel chains within its hospitality market. As of the report's publication, the country had 623 chain hotels, encompassing 73,405 rooms, accounting for 30% of all hotels and an impressive 51% of the total room inventory.

Spain: on the basis of a Q4 2023 Horwath HTL report, Spain stands out as a highly developed market for international hotel chains. The country hosts 2,831 chain-affiliated hotels, offering a total of 427,951 rooms. This represents 37% of Spain's total hotel stock and an impressive 60% of its total room inventory.



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THE PATH FORWARD

The comparison between Greece and its Mediterranean peers - Italy, Portugal, and Spain - reveals a clear opportunity for the Greek hospitality market to bridge the gap in international hotel brand representation. While Greece boasts unparalleled natural and cultural advantages, the relatively low penetration of international chains limits the full realization of its tourism potential. By encouraging greater participation from global hotel brands, Greece stands to elevate its appeal, drive higher visitor satisfaction, and bolster its competitiveness in the region.

For hotel owners, aligning with international chains offers several tangible benefits. First, these brands bring global recognition and trust, which can attract a broader

demographic of travelers who prioritize consistent quality and service standards. Second, they provide access to robust distribution networks and loyalty programs, which significantly enhance booking potential and revenue streams. Third, international chains often offer expertise in operational efficiency, marketing, and staff training, enabling properties to achieve higher performance metrics. Finally, partnerships with global players can enhance investment appeal, providing long-term value through increased property visibility and market credibility.

As Greece continues to thrive as a global destination, embracing international hotel brands is not just a matter of catching up with its peers - it is a strategic move to unlock new growth avenues.



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