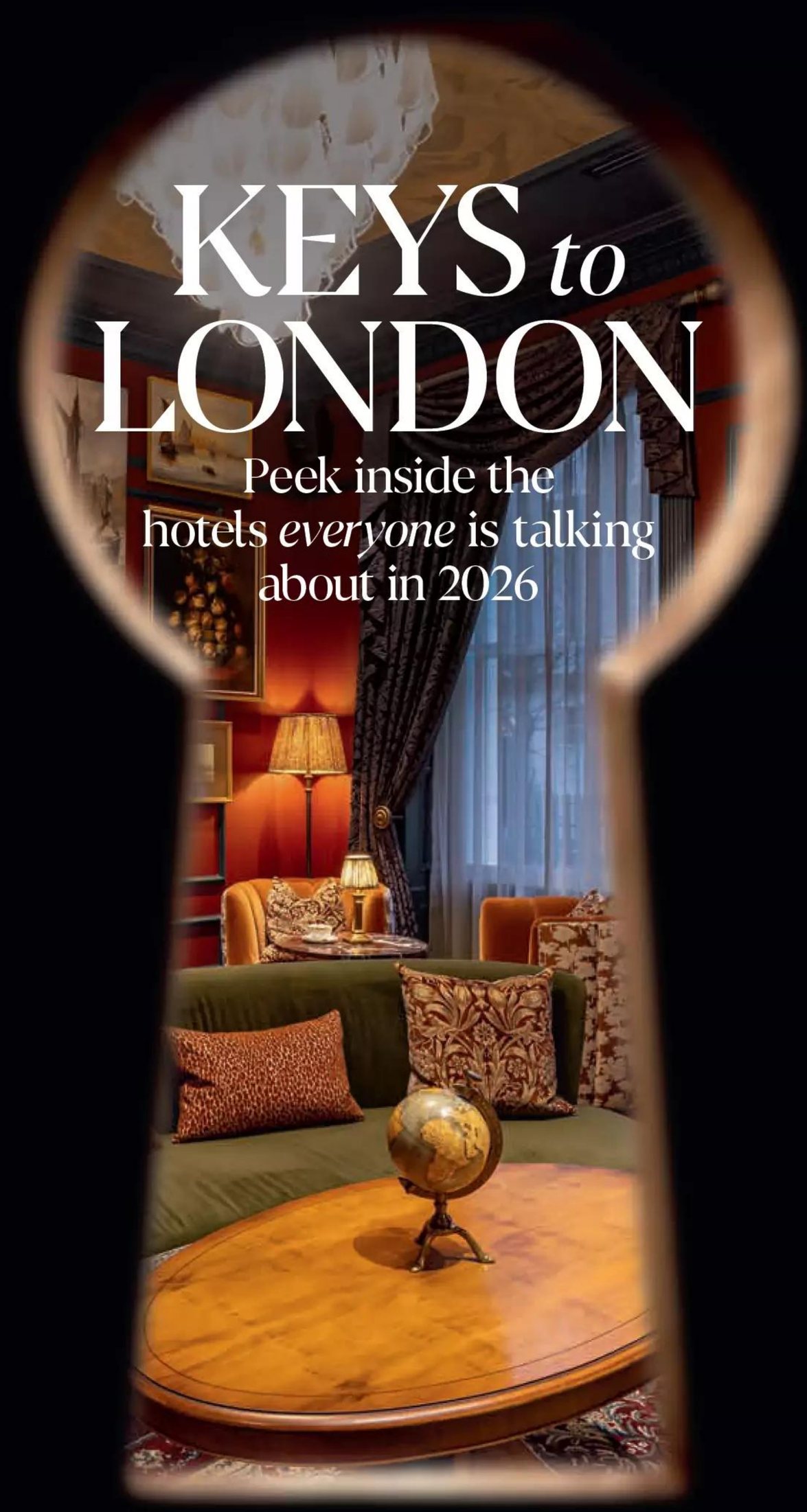
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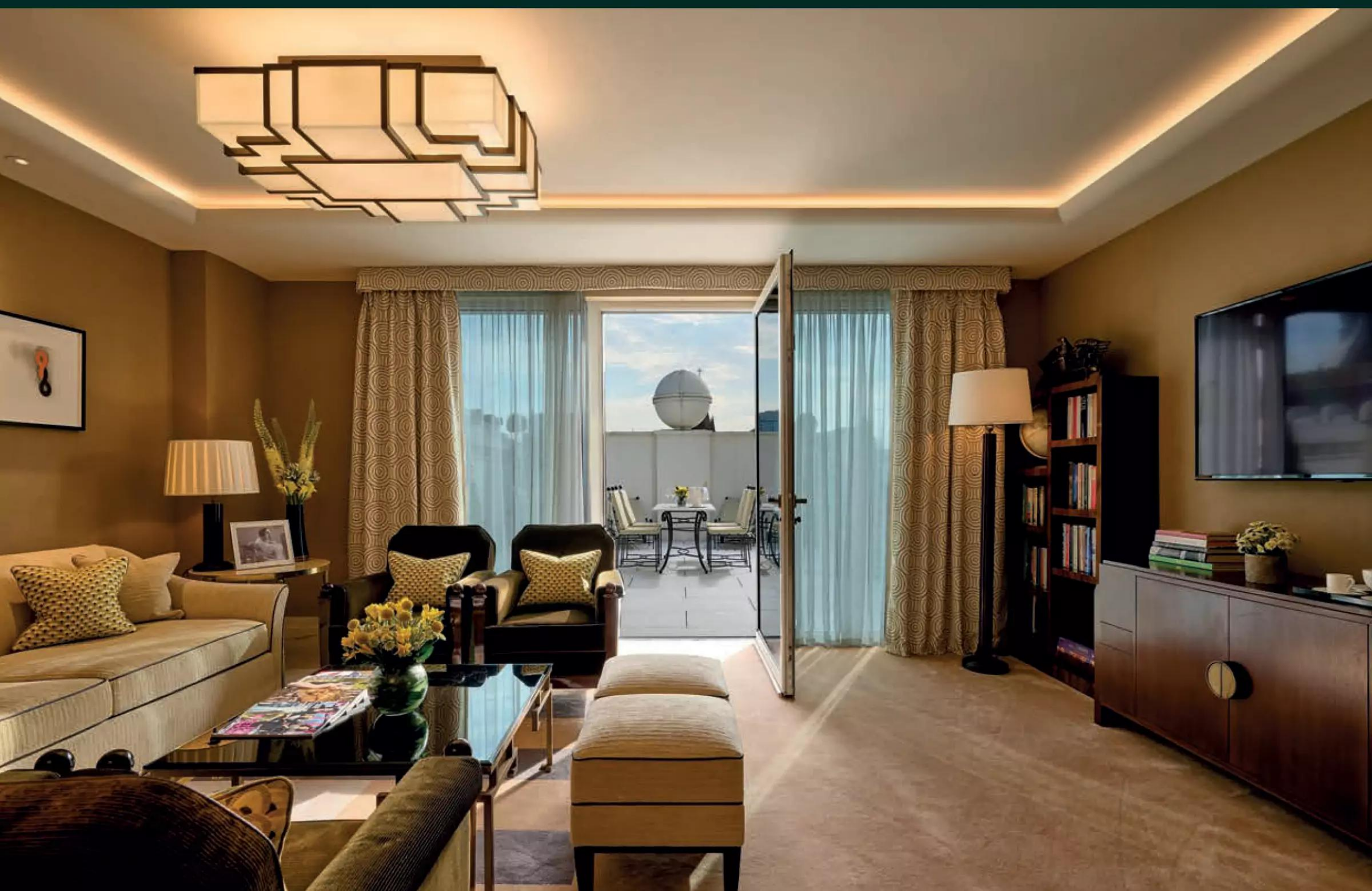
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CONTENTS

MARCH 2026

Inbox
8

A round-up of readers' letters, online forum posts and social media musings

Updates
11

11 Hot ticket: Valencia
12 The latest travel news
14 Which airlines were most punctual in 2025?
16 Hotels offering fitness programmes
18 Pet-friendly travel
22 Our guide to eSIMS
24 A look at the future of net-zero cruising



40

Explore
29

29 A day off in Geneva
32 Supermarkets overseas
36 High-tech wellness
38 Inside Lamborghini's HQ
40 Splash out on luxury experiences and products
41 Cultural events around the world and inflight entertainment picks



68

THE 10 BEST TECH INNOVATIONS

Our pick of the most exciting launches at CES 2026



32

Insight
43

43 We speak to Sébastien Bazin, Accor CEO
46 Does it make sense to stay loyal to one airline?
48 Our columnist shares his pet peeves at hotels
50 We chat to football broadcast journalist Semra Hunter

62





Features
52

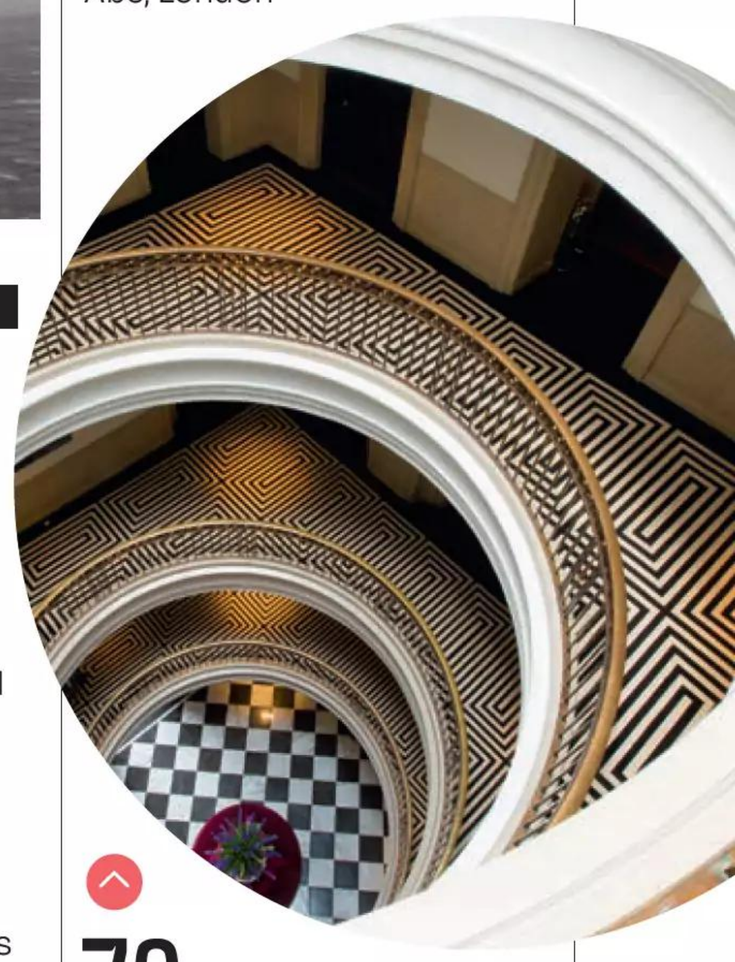
Keys to London
We take you inside the new and soon-to-open hotels in the English capital

62

Shopping for citizenship
High-net-worth individuals are investing in residencies abroad – we explore why

Tried & Tested
75

76 Delta One Suite, A350-900, Salt Lake City-Seoul
78 Centurion Lounge Tokyo Haneda
79 The Edinburgh Grand, a Luxury Collection Hotel
80 Raffles Sentosa Singapore
81 Bonheur by Matt Abé, London



79

The quiz
82

Test your knowledge of trailblazing women with this month's brain teaser

COVER: COURTESY OF BERTRAND'S TOWNHOUSE; COURTESY OF ANYA HINDMARCH, GETTY IMAGES, COURTESY OF THE EDINBURGH GRAND



EDITOR'S LETTER

BUSINESS TRAVEL HAS always been about crossing borders, whether physical or cultural. In many ways, it's easier than ever. Technology is steaming ahead to create frictionless travel, from digital check-in to biometric gates. Our guide to eSIMs on page 22 looks at how staying connected abroad is becoming more seamless, while on page 68 we look at the gadgets from CES Las Vegas that are set to improve the way we work and live.

But in some ways, borders have become harder to navigate, shaped by tighter rules and shifting geopolitics. In the US, new layers of scrutiny and enforcement are making even seasoned travellers pause. It's not quite the welcome you'd expect in the run-up to a World Cup, as sports presenter Semra Hunter observes on page 50.

It does help to explain why there's a growing feeling of passport anxiety. On page 62, we explore why the citizenship industry is booming and how second residencies are increasingly seen as tools for flexibility and resilience. Of course it's a privileged position to be in, and should invite reflection on how we view global mobility that happens through choice rather than necessity.

Elsewhere, we showcase London's most exciting new hotels, road-test the Delta One Suite from Salt Lake City to Seoul, and explain why a trip to the local supermarket is a must for those seeking authentic local experiences.

Enjoy the issue!

Tamsin Cocks

Tamsin Cocks
Editor

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MATT POTTER
WRITER
Matt is a journalist, broadcaster, presenter, author and documentary maker whose work has appeared in *The Washington Post*, *Independent*, *Literary Review*, *Time*, *BBC* and others. On page 62, he explores the rise of the citizenship industry in the face of stricter borders.



ALICE WILKINSON
WRITER
Alice is a health journalist and author of *How to Stay Sane in a House Share*. Currently Deputy Head of Health at *The Telegraph*, she was previously editor of Waitrose's *Health* magazine. On page 36, she investigates how technology is pushing health and wellness to new levels.



DAVID PHELAN
WRITER
David has been writing about consumer technology for more than two decades, regularly travelling to tech events in San Francisco, Las Vegas, Berlin and Silicon Valley. In this issue, he looks at the pros and cons of eSIMs (page 22), and highlights the best tech from CES 2026 (page 68).

Galley Bay

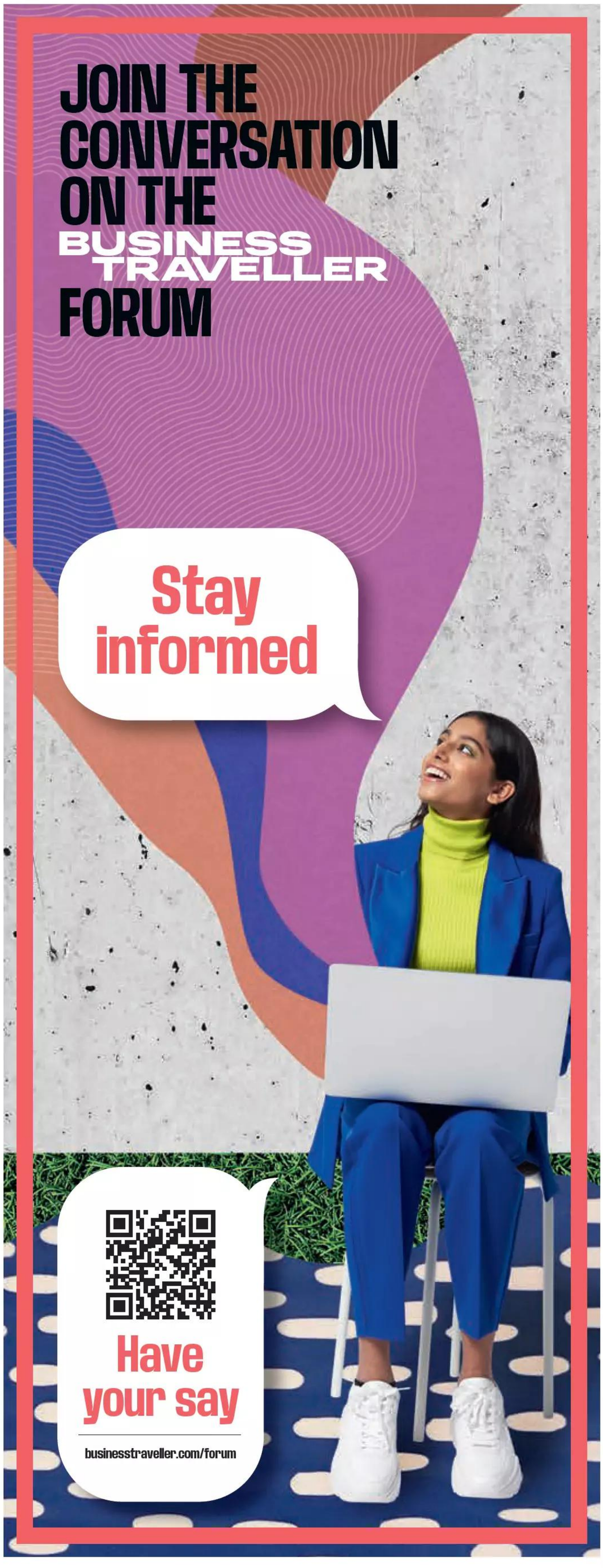
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CATHAY PACIFIC

MOVE BEYOND

Inbox

Readers share first-hand knowledge, experiences and ideas

MERRY TRAVELS

I was really impressed by the customer service from British Airways while travelling on Christmas Eve.

My partner was due to fly three hours before me and I had booked a cheaper flight landing at 8pm. Changing my ticket online on the day would have cost over £200 – close to the price difference at the time of booking. The ground staff in France were unable to rebook me but said the hotline could assist – though I was highly sceptical.



After just 20 seconds on hold, I was connected to an agent who put me on the same flight as my partner, for free, within minutes. I was really impressed by the kindness and efficiency shown by both the ground staff and the hotline agent. The ground staff suggested that I reshuffle my bag to avoid a €75 charge and offered to check in a 10kg carry-on for free, as my suitcase was 7kg overweight.

It's times like this that flying with a full service carrier really matters. Thank you, BA!

Gregoire Nallet, London

STAR LETTER



Promotion pitfalls

In November 2024, I purchased US$1,980 worth of LifeMiles as part of an Avianca promotional sale. In October 2025, I completed a mileage redemption. In December, 147,860 of my purchased miles expired. LifeMiles informed me that only "accrual" activity – such as purchasing additional miles, crediting flights, or transferring points – resets the expiration clock. This means a member can purchase miles with cash, but lose them unless additional money is spent on accrual activity.

What concerned me most was how counterintuitive and insufficiently disclosed the distinction between "accrual" and "redemption" activity appears at the point of sale.

Airline loyalty programmes increasingly sell miles as cash products, yet treat them operationally as promotional loyalty points. When significant money is involved, clearer disclosure and stronger consumer protections should apply.

Simon Blackman, Taipei

Avianca replies: All members have access to information about mileage expiration dates via mileage statements, the app or when accessing their member's account online. We have contacted the member directly to provide clear guidance and explain the terms and conditions.

STAR PRIZE



This month's Star Letter writer will receive a pair of Kapten & Son's recently released Como sunglasses. The unisex style features a minimalist, timeless design, with a bold black frame and dark lenses to suit a range of outfits in the summer months. For your chance to win a prize, email your letter to editorial@businesstraveller.com and include your address and phone number. We reserve the right to edit letters.

SLIDING INTO OUR DMs

We got a first look at The Newman Hotel in London. Our followers comment on its design. Join the chat @businesstravellerglobal and discover more about new hotels on page 52

"Wow! This place looks incredible. That sink is stunning"
@rebs_85

"Amazing hotel"
@simon.stockton

"Gorgeous looking hotel. Especially the spa!"
@chazalina8

"This looks stunning. The sink!!"
@laurendouglass. stylist

"Can't wait to check this place out for myself!"
@angewaiwai

FORUM

BRITISH AIRWAYS AXES FULL ENGLISH ON SHORT-HAUL BUSINESS CLASS

CWOODWARD
After providing a decent "Full English" for decades, BA is no longer serving hot breakfasts on morning flights for routes including Amsterdam, Brussels, Dublin and Paris CDG.

Crew no longer have time to serve them and "need to spend more time with our customers" – doing what? BA stressed the move "is not a cost-cutting measure".

ESSELLE
During the 90s, BA used to serve a hot breakfast to the entire plane from Manchester to Heathrow.

NEVERECONOMY
I remember this on the Boeing 767. It was a joy to watch the choreography by the amazing Manchester crew.

AMCWHIRTER
I suppose the difference then and now is airport lounges offering hot food.

SPARKYFLIER
What I find amusing is that BA pulled the hot breakfasts from Glasgow and Edinburgh but had such angry feedback that they have returned...

Instead BA has decided to apply the "service enhancement" to other shorter routes.

AMCWHIRTER
Perhaps Belfast travellers didn't protest enough? The sector length to London from Belfast/Edinburgh/Glasgow is roughly the same.

DEREKVH
The race to the bottom continues!

RFERGUSON
Just to add balance, it's worth comparing what the competition offers on the routes where BA are removing the hot breakfast.
– KLM: cardboard box with cold items.
– Lufthansa, Air France, SWISS and TAP Air Portugal: a small cold plate – one option and no alternatives.
– Iberia: cold meal but a choice between two options.
I wouldn't refer to it as "a race to the bottom" – more a race to the middle somewhere.

CWOODWARD
ITA Airways offers Italian-style breakfasts with warm baked goods, pastries, biscuits, savoury items and espresso.

'The issue is management speak that is borderline lying'



Cathay's business class short-haul breakfasts offer a mix of Hong Kong flavours and international dishes, featuring items like congee, dim sum, egg tarts and British-style eggs, bacon and baked beans with sourdough toast and marmalade.

INQUISITIVE
The issue is management speak that is borderline lying. It is far better to come clean that serving hot breakfast on short-haul flights does not make economic sense and we want to follow general industry practice. No point making out it's about customer satisfaction.

NPIKE
It's a cost cut, perhaps because many are not eating what they are given. Far better to say that than make up rubbish about "giving our crew more time to spend with passengers". It's an open goal for BA complainers.

RFERGUSON
My guess is that the majority of these comments are from British people of a certain age (I am absolutely in that demographic too). I'm not sure the younger generation would get themselves in a tizzy because BA no longer offers a 'full English' on a short hop.

BA would have done its research. I've had surveys ask me what I consider most important. F&B was higher up the list on long-haul flights, with things like on-time performance, ease of boarding and space for my hand luggage more important on a short haul.

Should BA be called out for its lack of transparency? Absolutely. Is it fair that it's slated due to the removal of catering that exceeds what competitors offer on similar routes? That's a bit unfair.

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HOT TICKET

Valencia

WORDS: **HANNAH BRANDLER**

Head to this underrated Spanish city in time for festival season

YEAR-ROUND SUNSHINE, quiet sandy beaches and a city centre boasting striking architecture are just three reasons to visit Valencia. But the most enticing moment in the city's calendar is the spectacular 19-day Las Fallas festival, which takes over its streets every March.

A total of 800 *fallas* – sculptural pieces made from wood and papier mâché – are exhibited across 400 locations, alongside a programme of colourful gunpowder explosions,

Continued from previous page



→ thunderous firework displays, street parades and prize-giving ceremonies.

The festival ends on 19 March, with all the fallas erupting in flames to herald the start of spring. This year is particularly special, marking ten years since it was designated a UNESCO heritage festival.

Wizz Air is responding to growing British demand for the Mediterranean city, launching daily flights from London Gatwick, alongside five-times-weekly flights from Luton Airport, from 29 March. British Airways and Vueling also offer direct flights from Heathrow and Gatwick respectively.

Aside from street parties, this Spanish city has plenty to offer. Stroll along the city's riverbed-turned-park Turia Garden, explore Oceanogràfic – Europe's largest aquarium – and eat as much Valencian cuisine as humanly possible. You'll find local tapas amid Art Nouveau interiors at the bustling Mercat Central, or head to Albufera Natural Park to experience a seaside Paella Valenciana (filled with rabbit, chicken and snails) in the birthplace of the rice dish.



And if you haven't yet tasted Valencian oranges, head to Café Sant Jaume for a glass or two of the Agua de Valencia cocktail – a punch-like concoction of orange, vodka, gin and cava. Salud!

DID YOU KNOW?
This summer, travellers can witness a total solar eclipse in Valencia – a phenomenon that won't return to the city until 2053. Set your alarms for 8.30pm on 12 August!

TOP: Valencia's Mercat Central
INSET: El Saler beach in Albufera



American Airlines launches free wifi

The US carrier has finally introduced free, high-speed wifi for its AAdvantage members, catching up with Delta (which launched it in 2023) and United (which unveiled Starlink last year).



Capital One teases enormous new lounge at Charlotte Douglas International

Capital One's largest ever lounge will open on the mezzanine level of the airport's Concourse A next year. The 1,300 sqm facility will offer airfield views, regionally inspired food, a coffee bar, and workspaces.



GLOBAL NEWS

AROUND THE WORLD

International travel updates – from new flight routes to hotel openings and more



3

Aer Lingus axes all transatlantic flights from Manchester

The Irish carrier will cease flights to New York, Orlando and Barbados on 31 March, amounting to 66 weekly flights. Services from Dublin and Belfast will continue.



4

Gatwick raises drop-off fees to £10

London Gatwick now charges a scandalous £10 for drop-offs – the most expensive in the UK. It says it wants to promote the use of public transport. See our guide to drop-off fees at businesstraveller.com



5

Terminal 3 to open at Frankfurt Airport

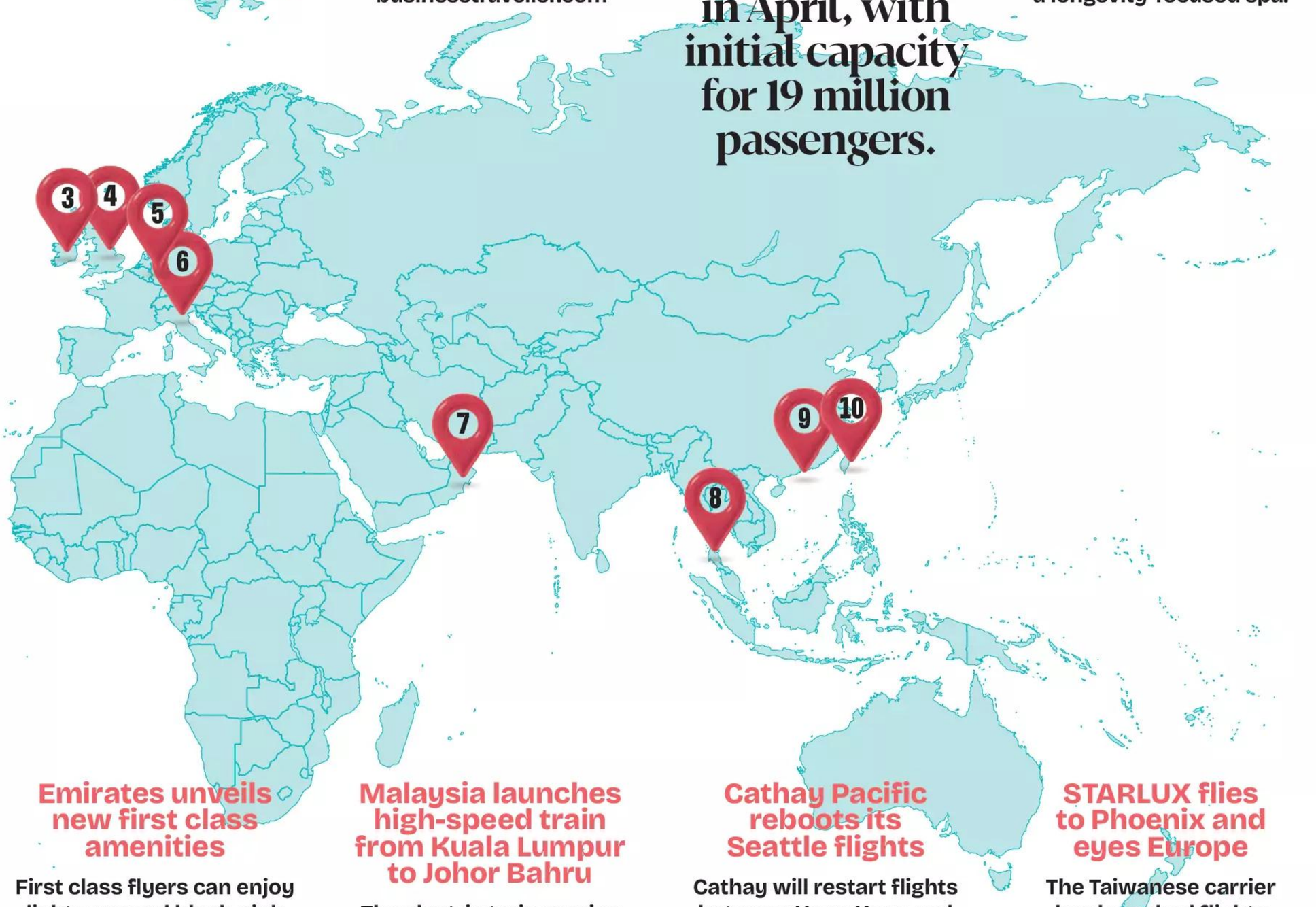
The new terminal opens in April, with initial capacity for 19 million passengers.



6

EDITION Lake Como opens

Visitors can finally check in to this highly anticipated Alpine beauty. Set on the majestic shores of Lake Como, the 148-room palazzo-inspired property features a floating pool on the lake and a longevity-focused spa.



Emirates unveils new first class amenities

First class flyers can enjoy light grey and blush pink loungewear, upgraded bed linen, an expanded turndown service and refreshed amenities.



7

Malaysia launches high-speed train from Kuala Lumpur to Johor Bahru

The electric train service will halve the trip duration to about four hours and 20 minutes – a gamechanger for domestic travel.



8

Cathay Pacific reboots its Seattle flights

Cathay will restart flights between Hong Kong and Seattle on 30 March – marking the only direct nonstop link between the two cities.



9

STARLUX flies to Phoenix and eyes Europe

The Taiwanese carrier has launched flights between Taipei and Phoenix, connecting two semiconductor super hubs, and confirmed Europe plans.



10

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WORDS
GEORGE GOMEZ

HOW TIME FLIES

Cirium's 2025 On-Time Performance Review reveals the most punctual airlines in the industry



FOR A SECOND consecutive year, Aeromexico has been named the world's most on-time global airline, with just over 90% of flights arriving within 15 minutes of schedule.

But the more interesting question sits beneath the statistic: what does sustained punctuality actually say about an airline, and how useful is that data when planning real-world travel?

For frequent business travellers, this is not an abstract statistic. It reflects real-world outcomes: tighter connections protected, meetings kept and fewer nights stranded far from home.

Punctuality is harder than ever

The post-pandemic environment is defined by sustained demand, persistent aircraft delivery delays, constrained air traffic control capacity, and increasingly volatile weather patterns. Reliability today is less about avoiding disruption and more about handling it well.

This is where Cirium's methodology – tracking flights that arrive within 14 minutes and 59 seconds of schedule – becomes especially telling. The metric captures operational discipline across the entire journey: network planning, crew utilisation, turnaround efficiency and decision-making during irregular operations.

"Maintaining consistent on-time performance requires sophisticated network planning, operational coordination and the ability to recover quickly when irregularities occur," said Jeremy Bowen, Cirium CEO.

How global peers compare

In Europe, Iberia Express emerged as the punctuality leader, benefiting from a point-to-point model and a relatively controlled operational environment compared to legacy network carriers. SAS and Austrian Airlines followed in second and third places, while BA didn't make it into the top 10.

Delta Air Lines once again led the North American region, Copa Airlines had its 11th win in Latin America, and Philippine Airlines claimed its first win in the Asia-Pacific region.

In a nutshell

The takeaway from the rankings is clear: business models matter. Airlines designed around disciplined scheduling and realistic buffers are outperforming those optimised solely for capacity growth.

In an era when elite status benefits are being re-evaluated and schedules are thinner than pre-pandemic norms, reliability has become a defining component of the premium travel experience.

On-time performance does not replace onboard product or loyalty perks – but it increasingly determines whether those features are enjoyed as intended.

As global networks continue to stretch against infrastructure and staffing constraints, expect punctuality – not expansion – to remain the quiet differentiator separating dependable airlines from merely ambitious ones.

'Reliability today is less about avoiding disruption and more about handling it well'

IMAGES **GETY IMAGES**

06:54 to
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Calling at:

Arrange slides

Finalise talking points

Practise speech

Close your eyes for a second

Wake with a jump

Check to see who saw

Time for a coffee

Manchester to London
in 2h 15m

Business travel by train
is time well spent

AVANTI
WEST COAST

STAY FIT

Maintain your workout regime on your next work trip

LIFE ON THE road can easily lead to an unhealthy lifestyle, but business travellers are increasingly prioritising their wellbeing while travelling. Hotels are responding to this demand for greater focus on mental and physical wellness by adding fitness equipment and ergonomic workstations to guestrooms, upgrading on-site gyms and offering nutrition-focused menus at their dining venues. Here, we round-up some of the hotel brands upping their game when it comes to fitness.

SIRO HOTELS

Kerzner International's new fitness-focused brand has started off strong in Dubai and Montenegro, partnering with football team AC Milan and Olympic athletes Ramla Ali and Adam Peaty to shape the guest experience.

Each guest receives personalised holistic fitness, nutrition and wellbeing programmes using optional 3D scanning. SIRO's fitness clubs, meanwhile, include spaces for yoga, meditation and group classes, while a recovery lab offers cryo, infrared and oxygen therapy treatments.

Further hotels are set to open in Miami, Los Cabos, Saudi Arabia and Tokyo in the coming years.



WORDS
TOM OTLEY

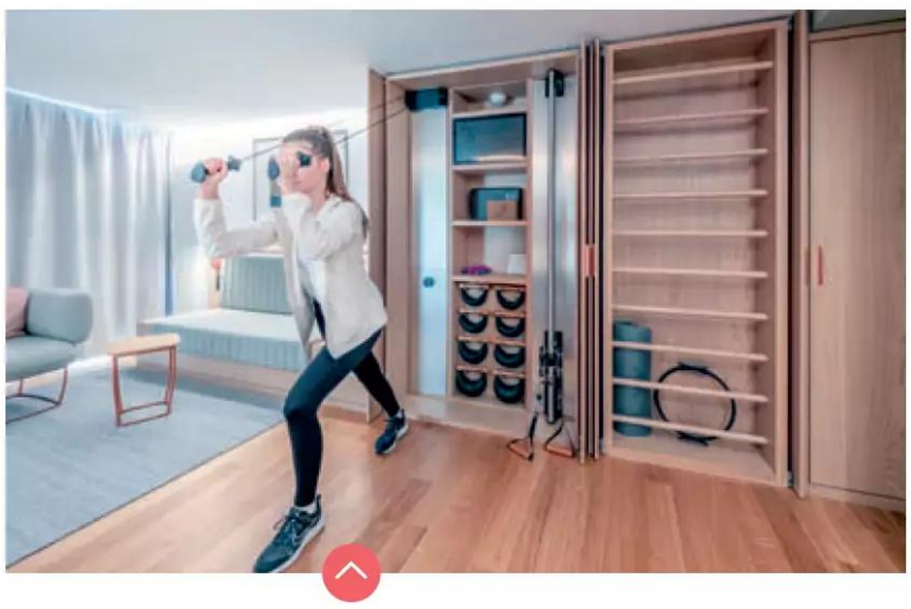


IMAGES **SIRO HOTELS; HYATT; HILTON; SWISSOTEL KURSAAL BERN; IHG HOTELS & RESORTS; MARRIOTT INTERNATIONAL WESTIN**



HYATT HOTELS & RESORTS

Hyatt is rewarding members of its World of Hyatt loyalty scheme via its long-standing partnership with Peloton. Once members have linked their accounts, they will earn 100 bonus points for 10+ minute workouts (rides and rows) on Peloton equipment at over 800 participating hotels, while also accessing digital classes through the in-room TVs.



SWISSÔTEL HOTELS & RESORTS

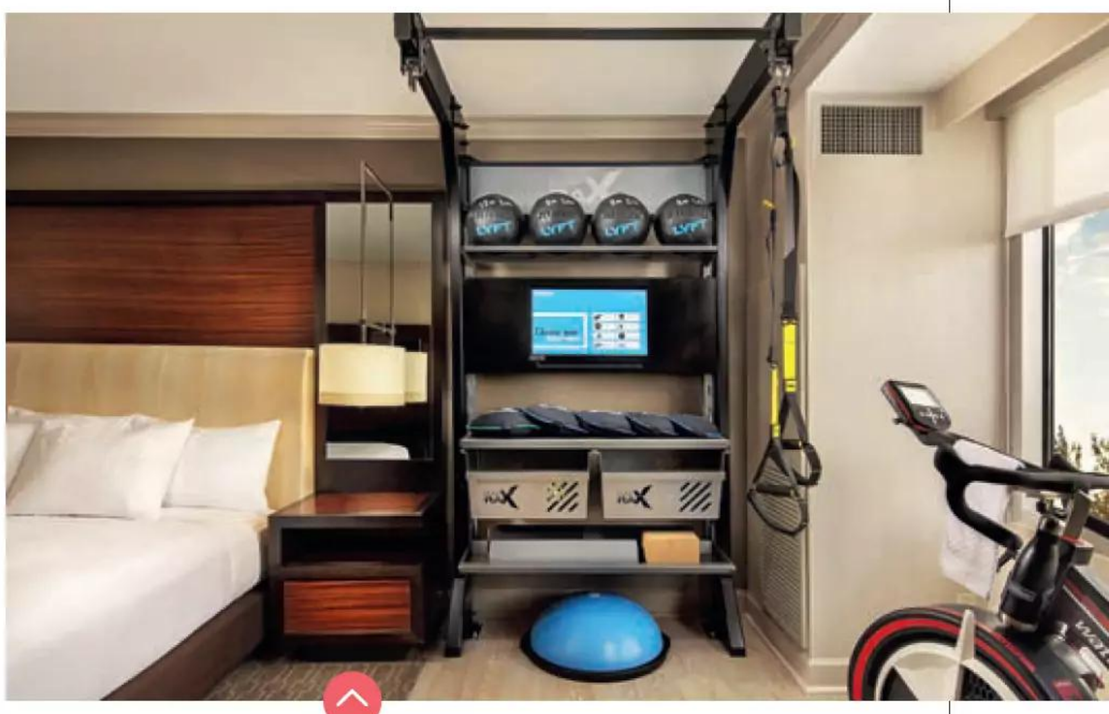
This Accor brand's Vitality concept promises in-room features and outdoor activities. Guests can order an aero step, Swiss ball, TheraBand, Pilates ring and exercise cards to their room, or join open-air yoga and guided hikes. Each hotel also offers a local jogging map, and the Vitality menu at its restaurants includes full nutritional breakdowns.



EVEN HOTELS

IHG Hotels & Resorts has 20 brands, but the group's EVEN hotels in the US, China and the Middle East are the most firmly focused on health. Every room has a 'wellness zone', with either fitness gear or a "calming corner", plus on-demand fitness videos.

Rooms also include standing desks and beds have breathable linens for a cooler sleep. Meanwhile, the gym (or Athletic Studio) has zones for strength, cardio and recovery, plus a studio for yoga and mindful movement.

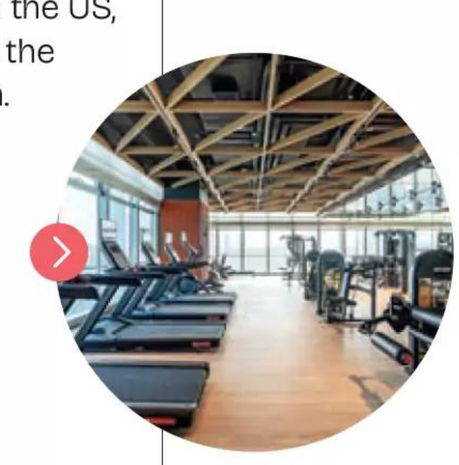


HILTON HOTELS & RESORTS

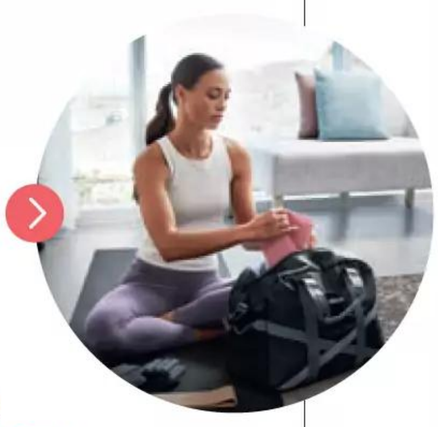
Hilton's Five Feet to Fitness concept is "part traditional hotel room, part miniature fitness centre". Expect rooms with 11 different equipment and accessory options plus a touchscreen display with 200+ exercise tutorials.

To ensure other guests aren't disturbed, a "sports performance floor" provides a layer of soundproofing. Further features include a meditation chair, blackout shades, bio freeze gel packs to relieve muscle tension and hydrating beverages.

'The room's sports performance floor has been designed to provide an additional layer of soundproofing'



WESTIN HOTELS & RESORTS



Wellness is key to Marriott's Westin brand, starting with its Gear Lending Programme in partnership with fitness and recovery brands Hyperice and Bala.

Exercise in private in a WestinWORKOUT room, equipped with a Peloton bike and medicine ball, or take advantage of the state-of-the-art fitness studios complete with TRX and Peloton equipment.

The Westin Run Concierge can suggest scenic three- and five-mile running routes, while a Goop video series offers wellbeing advice.

JET SET PETS

Plenty of people bring a plus-one on a business trip – why shouldn't they have four legs?

THE TRAVEL INDUSTRY has become increasingly pet-friendly – except when it's time to board a plane.

When you consider the surge in post-pandemic pet ownership (up by 9% in the UK), alongside trends such as flexible working and digital nomadism, it seems inevitable that demand for travelling with animal companions is on the rise.

Bloomberg predicts the global pet industry will hit US$500 billion by 2030, while "the pawprint economy" has been identified as a key travel trend for 2026 in a report by Amadeus and Globetrender.

Hotels have already adapted – every man and his dog can now check into big city hotels, while pet-friendly co-working spaces are booming. But flights remain a frustrating sticking point for many of us.

Pet-positive hotels

Many hotels have rolled out the red carpet for our four-legged friends. Expect dog bathrobes at The Plaza New York; Ayurveda pet spa sessions at Capella Singapore; and a Bone Appétit menu at Virgin Hotels London Shoreditch. AKA Hotels even launched the Canine Club last summer to integrate pets into its loyalty scheme.

Being pet positive isn't just a nice-to-have for accommodation providers, it's an important strategy to capture a lucrative market of doting pet parents. While there are restrictions on size and type of pet (no emotional support peacocks, please), these days it's not unusual to find on-site amenities ranging from water bowls to welcome treats, while concierges offer recommendations of local groomers and pet-sitting services.

It's not just leisure tourists, either. Serviced apartment provider STAY Camden in London reported a 91% surge in long-stay business guests checking in with pets between 2021 to 2024.

Sam Ghosh, VP Operations at STAY, said: "We're seeing a redefinition of what business travel looks like. For many younger professionals, pets are family and being able to bring them is no longer a luxury but a baseline expectation.

WORDS
TAMSIN COCKS



Accommodation providers must adapt fast, not just to allow pets, but to genuinely welcome them."

Bring your dog to work day

Pet-friendly coworking spaces have also popped up in cities around the world – whether you're hot-desking in Lisbon or on a Teams call in Tallinn, chances are you'll be able to bring your CFO (Chief Furry Officer).

In London, pooch-friendly 25EP in Victoria offers a glorious blend of smart co-working spaces in a luxurious townhouse aesthetic. Grab a latte and a lounge chair and work on decks with Fido curled up at your feet.

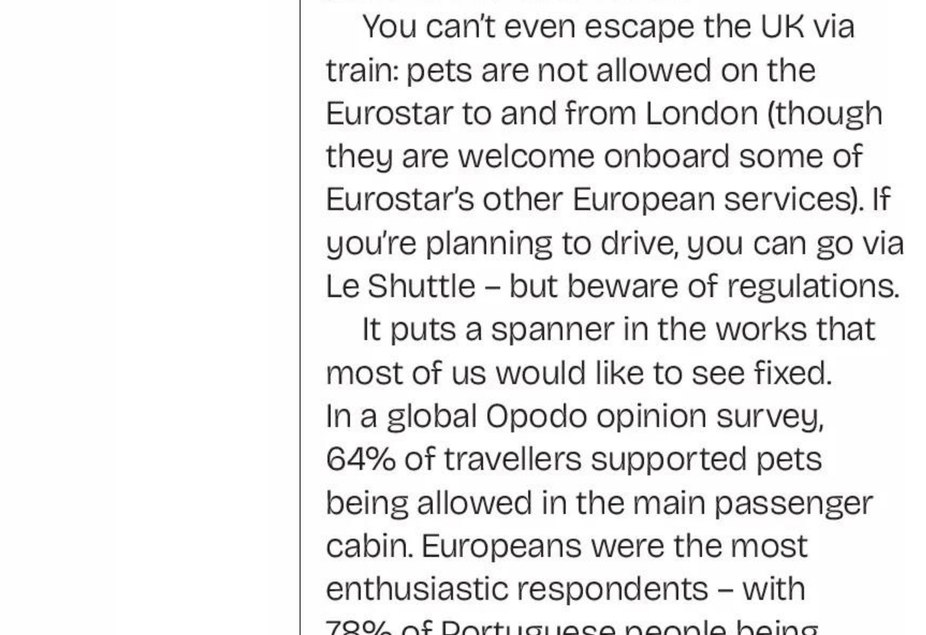
Uncommon is another pet-positive co-working space, with multiple park-adjacent locations across London, including Holborn, Liverpool Street and Borough. They actively celebrate the benefits of office cats and dogs, touting perks such as stress reduction and energy boosts.

Hubble is a useful platform to search for co-working spaces across the UK – just turn on the pet-friendly filter to find an appropriate venue.

Paw-senger rights

Some parts of the world make air travel easier than others. Domestic US travellers and continental Europeans may be used to seeing fluffy friends in the cabin – Delta, United, American Airlines, KLM, Air France and Lufthansa all allow small cats and dogs in the cabin on certain routes. Tortoises are even allowed onboard Vueling and Alaska Airlines recently reversed their decision to ban bunnies.

But UK passengers are more likely to spot a unicorn prancing down the aisle. Stringent government regulations (Brexit hasn't helped) mean all pets must be placed in the hold – never an owner's first choice.





FROM TOP
K9 Jets Dubai; The Bone Appétit menu at Virgin Hotels London Shoreditch

BA has partnered with PetAir, founded in 2014 by veterinarians, who aim to put pet owners more at ease with a door-to-door service, comfortable temperature-controlled hold cabins, vet and nutritionist support, and all the pesky paperwork handled. Packages range from £2,600 to £8,000, depending on pet size and destination.

You can't even escape the UK via train: pets are not allowed on the Eurostar to and from London (though they are welcome onboard some of Eurostar's other European services). If you're planning to drive, you can go via Le Shuttle – but beware of regulations.

It puts a spanner in the works that most of us would like to see fixed. In a global Opodo opinion survey, 64% of travellers supported pets being allowed in the main passenger cabin. Europeans were the most enthusiastic respondents – with 78% of Portuguese people being pro pups (and 68% of Londoners).

Only 22% of respondents did not think pets should be on planes – citing concerns such as noise and smell, allergens and safety concerns.

Frankly, I would pay extra to sit next to the angel-eyed tail-wagger in 13C. And if hotels can see the growing business case – perhaps airlines will start to recognise the commercial advantages too.

Travel like a VIP (Very Important Pet)

Where commercial aviation has faltered, pet-focused charter airlines have stepped in to offer dream solutions – if you're willing to splash the cash.

K9 Jets launched its first private jet services for pets and their owners in March 2023, and now operates routes to locations including Los

→



For UK-based pets, Brexit has added further regulatory woes. To enter the EU from the UK, you now need an animal health certificate completed by a vet for every visit, which can cost up to £250 a pop – and is only valid for ten days.

Previously, the pet passport scheme made this smoother. There are hopes to return to a reciprocal agreement – but for now, there are extra red tape hurdles to grapple with.

And don't forget, carry cases are typically required for pet movement on public transport, and should be well-ventilated, with room for the animal to move around comfortably, and leak-proof in case of accidents.

While casual travel with our canine counterparts might not yet be feasible for the masses – the public appetite is there. Perhaps it's only a matter of time before we can book animal companion tickets on our redemption booking. **BT**

→ Angeles, London, Toronto, Frankfurt and even Melbourne, with one-way rates starting from US$7,925.

Similarly, Bark Air first took off in May 2024, operating routes from New York to LA and London Biggin Hill, with canine Champagne, inflight squirrel videos and at-seat belly rubs. They have since expanded to Paris, Lisbon, Madrid, Seattle and San Francisco – and launched a concierge service to help craft pet-friendly itineraries on the ground. Packages are priced from US$6,000 to $8,000 per ticket (which includes one human and one dog). Note, some breeds will always run into more trouble: snub-nosed breeds (such as pugs, English bulldog, Pekingese) are often not accepted due to breathing difficulties.

'Bark Air offers canine Champagne, inflight squirrel videos and belly rubs'

Animal admin

Whichever method of travel you attempt, international borders require documentation, just like human travel. Animals usually need to be microchipped, vaccinated and have the correct papers – such as a pet passport or veterinary health certificate.

To make matters more complicated, the rules vary by destination. Some countries, including Finland, Norway, Malta and Ireland, require an additional tapeworm treatment before arrival, so make sure to check individual regulations ahead of travelling.



FROM TOP
The Plaza New York; The Pet and Paw-rent Spa at Capella Singapore

IMAGES **GETTY IMAGES; K9 JETS; COURTESY OF VIRGIN HOTELS; THE PLAZA, A FAIRMONT MANAGED HOTEL; COURTESY OF CAPELLA SINGAPORE**

HELPFUL PET TRAVEL TECH

A raft of new AI tech can alleviate some of the concerns for pet travel

PET FEEDER
Petkit offers a range of tech, from self-cleaning litter boxes to smart water fountains. The new Yumshare Daily Feast reports on abnormal eating habits, handles leftovers automatically and self-sterilises with UV light.



SMART COLLARS
Monitor your pet's biometrics while they're onboard with AI collars. Fi reports on health metrics and behaviours such as barking, while the new Shazam Band claims to facilitate conversation between a pet and its owner.



KEEP WATCH
Install a smart camera in your pet's case so you can stay (remotely) by their side for the whole journey. The Furbo Dog Camera has a 1080 pixel night-vision camera so you'll be able to check in – whatever the time zone.





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TIRED OF ROAMING CHARGES? Here's how eSIMS work

eSIMs offer access to affordable data abroad without having to change SIM cards

COMMUNICATING WHEN OVERSEAS has changed radically over the past few years. When international roaming charges were prohibitive, services like the recently retired Skype provided much cheaper ways to call home.

Some mobile phone tariffs offer calls and data abroad for a reasonable fee, although since Brexit there are fewer deals for UK customers to use home data and calling allowance for free in the EU. In other cases, international data roaming charges can be so expensive that you've spent £50 catching up on emails before you get from the airport to your hotel.

One way to bypass extortionate fees is to buy a local SIM card, allowing you to access domestic call rates and data charges. The latest evolution of this is an eSIM (embedded SIM), an affordable and convenient way to stay in touch.

Instead of a physical card, eSIMs are essentially downloaded to your phone – allowing you to change providers remotely. That means there's no need to find a store that will sell you a physical SIM card at your destination, and unlike a physical SIM, it can't be lost or stolen.

You can even buy an eSIM before you travel, which means you can activate your eSIM on a stable internet connection and be ready to go as soon as you land.

One downside is that if your phone breaks, transferring an eSIM can be more complicated as it requires deactivation and then reactivation by the provider. Moving a physical SIM to a new device is still easier than activating your current eSIM – though things are getting smoother.

Most phones since 2018 are compatible and many smartphones, including all recent Apple, Samsung and Google options, let you hold one or more eSIMs alongside a regular SIM. Indeed, every iPhone from the iPhone XS onwards can store up to eight eSIMs, with two SIMS (physical and electronic) active at a time. As the eSIM-only iPhone Air showed in 2025, manufacturers are fond of eSIMs – so those little rectangles of plastic and silicon may soon be gone for good.

GLOBAL eSIM PROVIDERS

AIRALO

Launched in 2019, Airalo provides country tariffs, regional plans and a global plan with access to 200 destinations. The Discover+ Global eSIM also provides an international number for calls and texts abroad, so you're not reliant on calls and texts through data only. Installation is easy: open the app, pick your destination and package, then install the eSIM ready for activation.

WORDS
DAVID PHELAN



‘Moving a physical SIM to a new device is easier than activating your current eSIM – though things are getting smoother’

IMAGES **GETTY IMAGES**

HOLAFLY

Holafly offers unlimited data plans, so it’s handy for sending large files, though prices are higher than tariffs with data limits. You can’t share the data between different devices, but you can use it to create a hotspot (eg tethering your laptop to your phone). Holafly’s service plans range from five to 90 days. Installation is slick using a QR code, and customer service is good.

NOMAD

Nomad is strong value, undercutting some rivals here, even with low data caps such as 1GB – which may be all you need. The app is especially user-friendly and easy to set up, activate and track data usage. As with most eSIM providers, 5G is available in some (but not all) destinations. It has two global plans, but for fewer countries than Airalo – 112 and 82 respectively.

SAILY

Since Saily comes from the company behind NordVPN, security is a key selling point – though eSIM is a generally secure technology. Saily promises security extras and virtual locations, with features to block malicious websites. The app is simple to navigate and an Ultra plan offers unlimited data and premium support. It also has business plans designed for teams of employees.



ZERO IN ON CRUISING

This year marks a shift in the cruising industry, with emission-free ships on the horizon

WORDS
QIN XIE

NET ZERO IS the buzzword in the cruise industry right now, with 2026 marking the debut of some of the world's most innovative ships – helping to make zero-emissions cruising a reality by using alternative fuels such as hydrogen, solar and wind power.

The transition to net zero has been ongoing since 2018, when many major players switched to liquefied natural gas (LNG) to power their new ships. Compared to diesel, which is still the main fuel in shipping, LNG is considered much cleaner – releasing far fewer pollutants such as nitrogen oxides and sulphur oxides. But it's not entirely emissions-free, which is why alternative fuels are needed, especially when travelling to environmentally sensitive destinations such as Norway and the Arctic – which have emissions restrictions on cruise ships in place.

Companies are also experimenting with biogas, which can replace LNG without any equipment changes. As biogas is produced from waste, it can even achieve negative emissions.

While emissions-free cruising may be *possible* now, it will take time to become the norm. It's often impossible or cost-prohibitive to retrofit older ships with the technology needed to use alternative fuels, so existing ships will need to be phased out slowly. New ships also typically take two to three years to build.

The supply of alternative fuels is also an issue, with production required to ramp up enough to meet demand, and for alternative fuels to be widely available at cruise ports.



OPPOSITE PAGE: Viking Cruises expedition ship in Antarctica
LEFT: The lounge onboard Selar's Captain Arctic ship

'Since 2018, many of the major players have switched to liquefied natural gas'

ZERO-EMISSION SHIPS TO EXPECT IN THE FUTURE

VIKING CRUISES
Viking is building the world's first hydrogen-powered ships with Italian group Fincantieri. The 998-passenger Viking Libra will launch at the end of 2026, followed by the hydrogen-powered Viking Astrea in 2027 – with two ships of the same design on order for 2031. The vessels will carry liquefied hydrogen onboard and use polymer electrolyte membrane fuel cells to generate electricity for both propulsion and operation. The only byproducts from this process are water vapour and heat, making it emissions-free. Both Libra and Astrea will be based in Europe, offering cruises in the Med and the Arctic Circle.

HAVILA VOYAGES
Operating along the Norwegian coast, Havila's ships use a hybrid fuel system involving LNG and batteries that can be charged in port, powering emissions-free cruising for up to four hours. In December 2025, Havila also completed its first cruise using biogas. The full switch from LNG won't be completed until 2028 due to a shortfall in the supply of biogas.



SELAR
Selar's first ship, the 36-passenger Captain Arctic, launches at the end of the year. Designed for expeditions in the Arctic Circle, itineraries take in Norway, Svalbard and Greenland. The design features five retractable solar sails, fitted with 2,000 sqm of solar panels. As well as harnessing the energy of the sun, these can also use the wind to drive propeller shafts to generate electricity. The ship is considered near-zero-emissions as it also carries hydrotreated vegetable oil (a renewable biofuel) as a back-up when there's no sun or wind. *Read our interview with Selar's CEO at businesstraveller.com*



PONANT
As part of its Swap2Zero project, Ponant is building a 400-passenger ship to launch around 2030. It will use a combination of solar sails with green hydrogen and liquefied methane (LNG or biogas) as back-up. The vessel will be able to sail for up to 30 days without refuelling, mitigating the issues that hold other ships back from destinations without zero-emissions fuels.

HURTIGRUTEN
Operating the same coastal route in Norway as Havila, Hurtigruten is working on launching its 500-passenger Sea Zero ships at the end of the decade. It will be a hybrid-fuel vessel, featuring retractable solar sails that can harness wind and solar power. There are also huge battery banks onboard that can be recharged using the solar sails – particularly useful in summers when Norway's Arctic waters experience midnight sun – or while the ship is docked in port. The Sea Zero ships don't need a back-up fuel as their route is close enough to shore that the batteries can be recharged at regular intervals.

IMAGES **VIKING CRUISES; MARTIN GISKEGJERDE/OCLIN; SELAR**



DEEP DIVE

Checking in to check out



A recent report by Priority Pass shows that sports and wellness are among the top factors driving travel decision-making in 2026

TRAVEL BEHAVIOUR IS EVOLVING and a growing desire for meaningful experiences is switching up how our itineraries look. Between the golf mornings and yoga sessions, sports and wellness activities have earned their place on the modern traveller's agenda. As referenced in the latest Priority Pass report, *From Stadiums to Spas: Unlocking the Explosive Growth of Sports and Wellness Travel,* this trend is set to double in value[1].

Priority Pass is the world's original and market-leading airport experiences programme, connecting travellers to over 1,800 lounges and travel experiences across 841 airports in more than 140 markets globally.

A NEW ERA: Taking time to recharge is high on the modern travel agenda; the sports tourism industry is set to increase dramatically

$2T

ESTIMATED VALUE OF SPORTS TOURISM IN THE NEXT DECADE[2]

Sports tourism is projected to reach almost US$2 trillion by 2034[3], and wellness tourism more than $910 billion by 2030[4], positioning them among some of the fastest-growing sectors that are actively influencing modern-day travel spend.

SPORTS AND WELLNESS AT THE HELM

This research surveyed more than 12,000 travellers across 20 markets who fly for sports or wellness, and the results were clear. Compared to other travellers, these groups expect more. From seamless arrivals to premium experiences and exclusive event access, their motivations and passions drive them beyond. It is here that an almost $3 trillion opportunity is emerging for businesses that can meet these elevated expectations.

PASSION-LED OPPORTUNITIES

According to the report, 56 per cent of those surveyed enjoy travel-related benefits through their most-used payment card. Of those without, 71 per cent are interested in wellness- or sport-adjacent perks, showing a significant opening for financial services brands in particular.

For example, some card issuers are partnering with world-renowned sporting organisations to offer their members exclusive access to events and sports-related discounts.

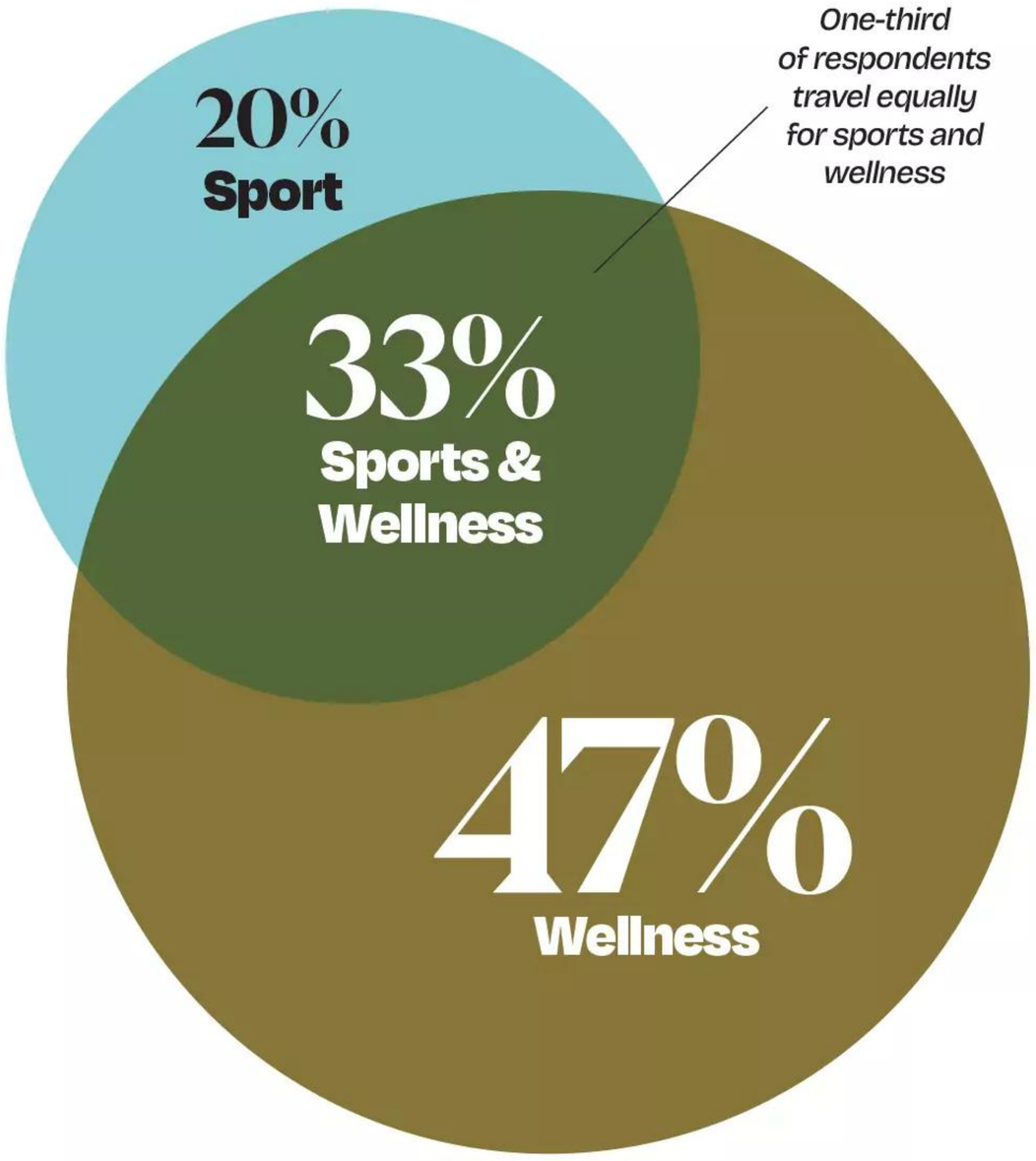
While these brands have set the benchmark, the next wave of differentiation will come from deeper personalisation and more seamless integration into cardholders' daily lives.

For brands looking to succeed in this new era of travel, the signals in the data are hard to ignore.

IMAGES **GETTY**

1,2&3. Sports Tourism Market Size, Share & Industry Analysis | Global Growth Report [2034] - www.fortunebusinessinsights.com
4. Wellness Tourism Market - Forecasts from 2025 to 2030 - www.researchandmarkets.com

IN PARTNERSHIP WITH PRIORITY PASS™



BALANCE

1 in 3 travellers surveyed by Priority Pass revealed sports and wellness were equally important in influencing their travel decisions, showing how a balanced itinerary can help enhance the overall trip.



MAKE YOUR MOVE

The data shows how businesses can profit from modern travel demand, boosting consideration and revenue.

37%
of cardholders with travel benefits feel loyal to their provider compared to 25% without

71%
of those without card travel benefits are interested in perks that support sports or wellness travel

35%
of cardholders with travel benefits are more likely to consider that brand's other products

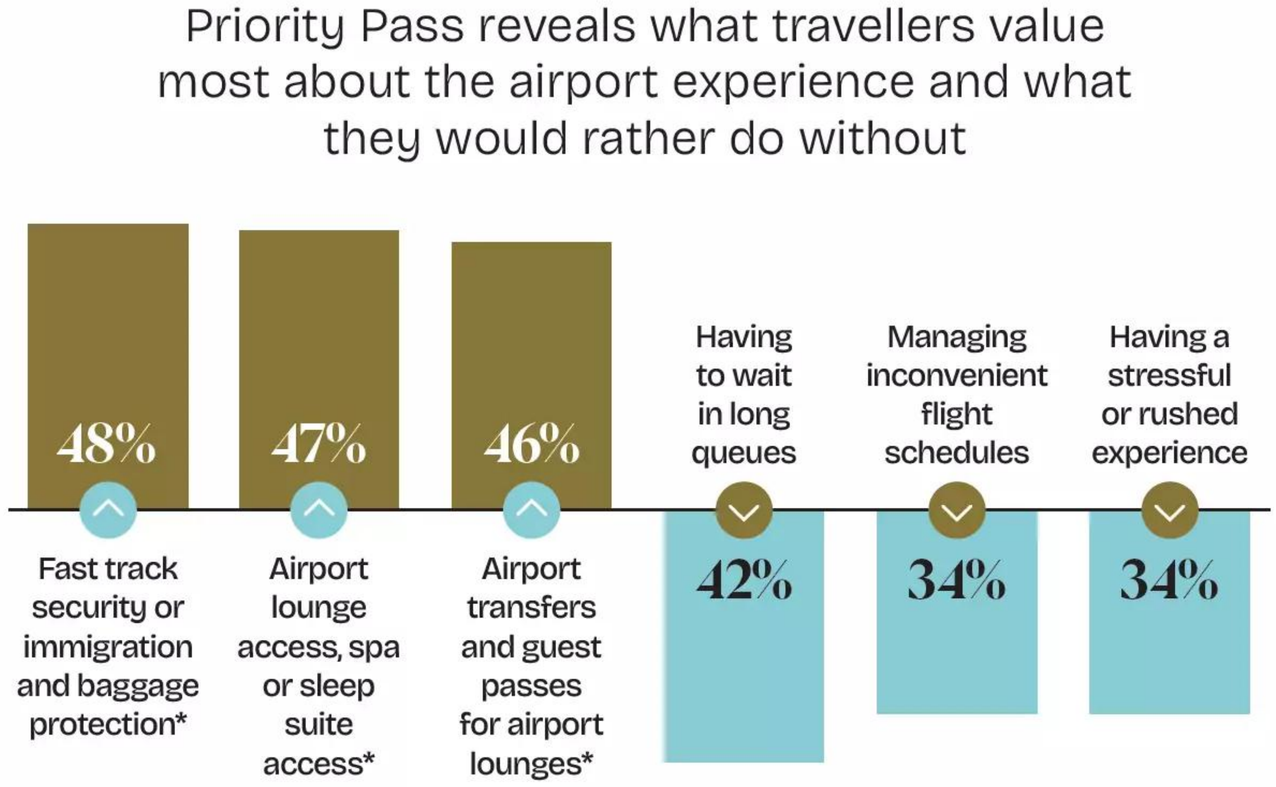
53%
of those with card travel benefits would recommend their card to fellow sports and wellness travellers



50%
OF ALL WELLNESS TRAVELLERS SURVEYED SAY ONE OF THEIR TOP MOTIVATORS FOR TAKING OFF IS IMPROVING THEIR MENTAL HEALTH OR EMOTIONAL HEALING

The airport experience

Priority Pass reveals what travellers value most about the airport experience and what they would rather do without



Unlock the potential of travel's next big trend with Priority Pass

Read the full report at **collinsongroup.com**



* Of those who have access to each benefit on their most used payment card

Redefining Leadership in the Service Economy

"Businesses don't innovate; people do."



→ gs.ehl.edu

"Businesses don't innovate; people do."

It's a truth often overlooked. When we picture a company, we tend to see buildings, products, or technology. Yet every genuine breakthrough begins with people working together to create value. Competitors can copy technology but not culture. They can imitate products but not relationships. Human insight remains the hardest advantage to replicate.

Every great experience, whether it's a seamless hotel stay, a trusted doctor's visit, or a well-timed digital interaction, starts with empathy. It's a quiet skill that builds loyalty, turns customers into advocates, and transforms simple transactions into relationships. Research also shows that the payoff is real. Companies that deliver valued, human experiences can command up to a 16 percent price premium and earn lasting trust.

This shift defines today's service economy, where emotional intelligence has become a strategic differentiator. Recent Harvard research finds that 90 percent of top performers score high in emotional intelligence; the ability to read people, adapt quickly, and lead with empathy.

EHL's mission builds on hospitality's foundations but extends far beyond its traditional setting.

The school's true export is a mindset shift that combines analytical rigour with human understanding. The newly redesigned **MBA for Hospitality and Service Industries** brings this to life. It teaches leaders to navigate complexity through the lens of experience: to blend data with empathy, to balance logic with intuition, and to design strategies that serve both people and performance.

The programme itself reflects this philosophy. Every aspect of the MBA mirrors the kind of leadership it promotes: human, adaptable, and grounded in empathy. Participants learn to see hospitality not as a discipline, but as a way of leading. One that values relationships, context, and collaboration. Each discussion, project, and coaching session becomes practice for the service economy, where understanding people is the ultimate strategy.

You can see hospitality's DNA at work far beyond its origins. When a nurse anticipates a patient's need before they speak, that's hospitality. When a retail brand listens to its customers and changes course, that's hospitality. And when a technology leader balances innovation with empathy, that is hospitality too. All redefined for the service economy.

EHL believes that leadership of the future won't be measured solely in profit or scale, but also in trust, loyalty, and human connection.

Explore

Eat, drink, shop, relax

EXTRA DAY

Geneva

The Swiss city is far more than a hub for global diplomacy, boasting gorgeous scenery, five centuries of watchmaking history and some seriously excellent chocolate

WORDS **YI-HWA HANNA, HANNAH BRANDLER**

IMAGES **GETTY IMAGES**

Continued from previous page

Global outlook

Geneva hosts an impressive number of international headquarters, and several of these organisations come with complementary museums, allowing visitors to immerse themselves in the global state of affairs.

The International Red Cross and Red Crescent Museum uses its exhibition spaces to spotlight humanitarian issues around the world via personal stories, first-hand accounts and immersive installations.

Meanwhile, visitors can get insight into diplomatic discussions with a guided tour of the Palais des Nations, the European headquarters of the UN in Ariana Park. Don't miss the 12-metre-high Broken Chair sculpture across the street, which commemorates the UN's campaign against landmines in 1997.

More of a science geek? You can book a guided tour of CERN, about 20-25 minutes' drive from the city, where world-leading physicists and engineers carry out world-class nuclear research.

Culinary crawl

After all that knowledge consumption, you'll want to feed your brain with some of the city's culinary gems. Jet-lagged travellers can enjoy all-day breakfast at Pages & Sips – an English-language bookstore and café in the Old Town – or stay awake with a coffee and bite at Cottage Café – set in a former gardener's cottage, located close to the Brunswick Monument.

If you're craving something heartier, stop off at Chez Ma Cousine – a restaurant beloved by locals for its *poulet rôti* (spit-roasted chicken). Pick from four outlets across the city to fuel your step count. You also can't leave the Swiss city without a box of sweet treats – stop by Chocolats Rohr or Auer Chocolatier in the heart of the city.

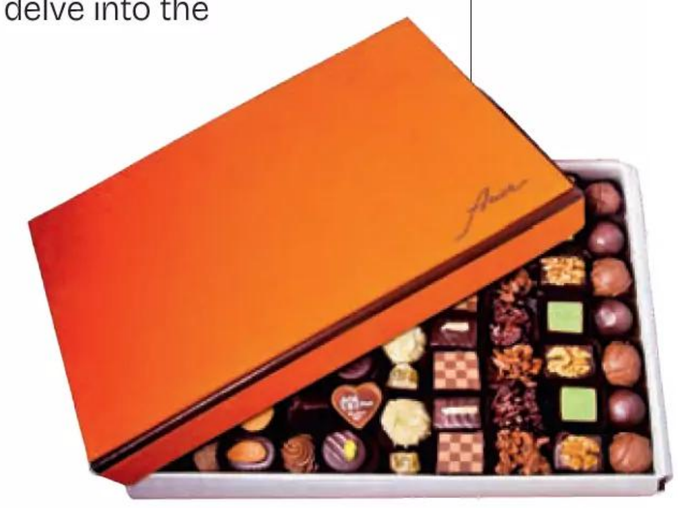


FROM TOP International Red Cross and Red Crescent Museum; Auer chocolates; Fondue at Café du Soleil

'Where better to delve into the art of horology than the home of watchmaking?'

The art of timekeeping

Business travellers need to know a thing or two about managing busy schedules. And where better to delve into the art of horology than the home of watchmaking? The Patek Philippe Museum located in the Old Town boasts a collection of 2,500 watches and a library of 8,000 publications related to time. Guided tours from 2pm-6pm (note it's closed on Mondays) give insight into the "Swiss-made" watches. There's even the chance to visit the atelier for a rare peek at the craft. Now is the perfect time to brush up on your knowledge ahead of the annual Watches and Wonders event, taking place in Geneva from 14-20 April.



Swiss seaside

If you're feeling slightly brave, head to La Rade (the bay) to enjoy a swim or hammam at Bains des Pâquis. The city beach spot offers a great year-round vantage point, with a panoramic view of Lake Geneva against a backdrop of the Alps. In the evening, the waterfront takes on a new vibe, illuminated by twinkling lights and a now-backlit Jet D'Eau – the 140-metre-high fountain features 21 LED spotlights programmed in different colours throughout the year. **BT**

FOODIE SPOTLIGHT

NO VISIT TO Switzerland would be complete without a fondue. Head to the popular Café du Soleil for a classic cheese version, while the chalet-style Restaurant Les Armures serves all sorts of traditional Swiss dishes – including meat fondue and Raclette. The restaurant is part of a hotel that is housed in a building dating back to the 17th century. If global award-winning renown is more your style, there's no shortage of Michelin-worthy picks. Some top-hitters include The Woodward, Bayview by Michel Roth, F.P. Journe Le Restaurant, Le Chat-Botté and L'Atelier Robuchon.



IMAGES **GETTY IMAGES; GENEVA TOURISM**

CHARLES TYRWHITT

JERMYN STREET LONDON

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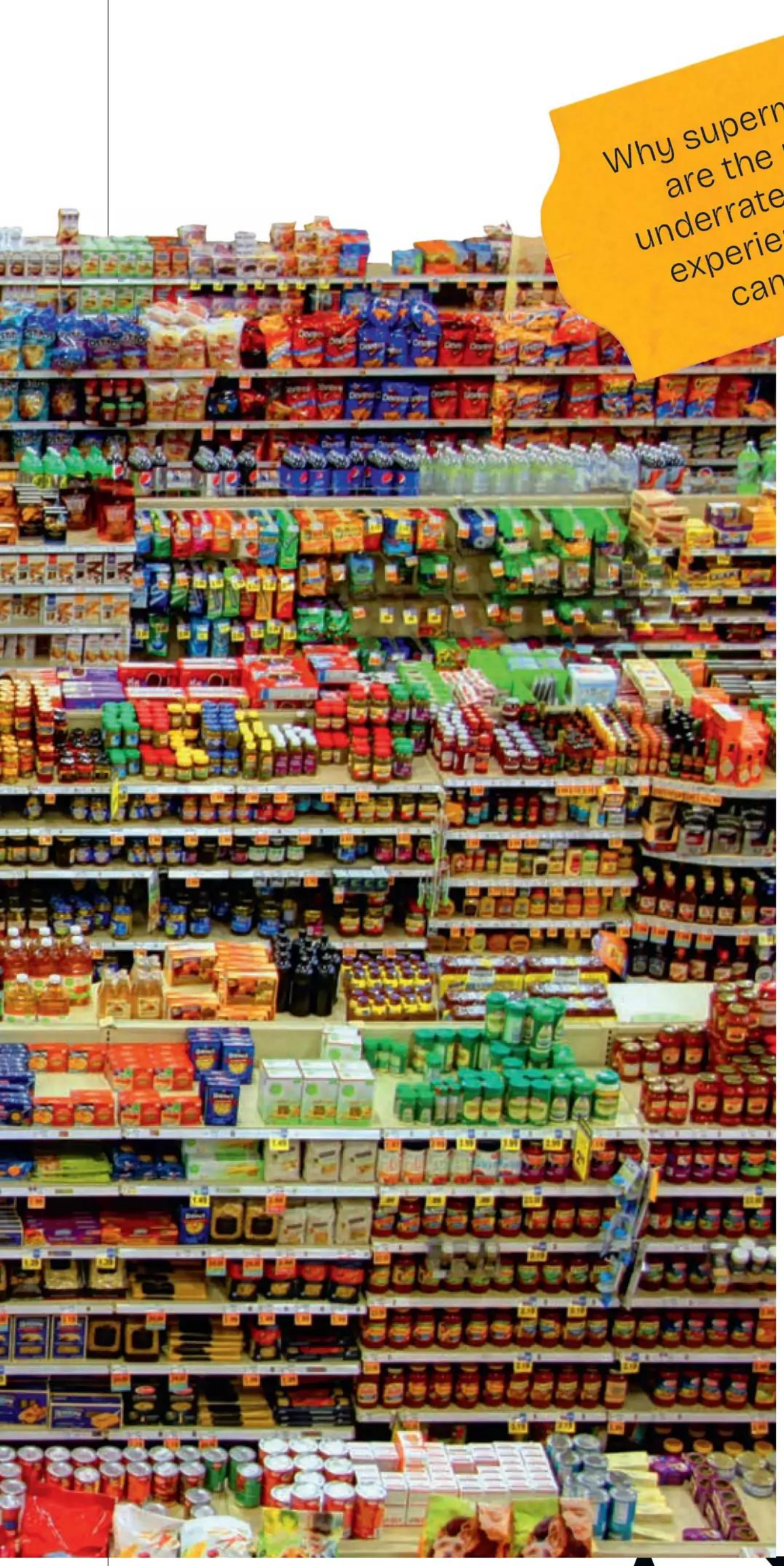
FOREIGN



GOODIES GALORE
Supermarkets, delis and convenience stores should be top of your shopping list

WORDS
HANNAH BRANDLER

Why supermarkets are the most underrated tourist experience you can have



IN TODAY'S WORLD of overcrowded tourist sites and high street chains, it's becoming harder to find the real flavour of a destination.

But there is one very simple solution: head to the local shop. Supermarkets offer a window into the daily habits of locals, stocking produce that caters to the permanent resident's palate – rather than the seasonal tourist.

On my travels I always make it a priority to check out the city's supermarkets. Stateside, I've spent hours trawling the aisles of giant chains, equally horrified and hypnotised by the endless additives plastered across cereal boxes. Closer to home, I've got lost in European back streets discovering delicacies in charming independent delis.

It's not just about discovering goodies you can't find at home, it's the fruits you never knew existed, the canned goods you wished didn't exist, and the cultural quirks that stop you in your tracks (bags of milk, Canada?). There's also something quite satisfying about seeing home-grown snacks – McVitie's Digestives and Cadbury Dairy Milk – at inflated prices in the 'world foods' aisle.

> 'It's not just discovering goodies you can't find at home, it's the fruits you never knew existed'

I'm not alone in this fascination. TikTok and Instagram have co-opted the practical phenomenon of food shopping, with basket and trolley hauls going viral. According to Skyscanner's Travel Trends 2026 report, 35% of global travellers plan to visit or shop at a local grocery on their next holiday.

Even Eric Newell, *Business Traveler* US' editor-in-chief, revealed that on a recent trip to London he "spent Friday night in Tesco – and it was fabulous!" Just wait till he discovers Clubcard Prices... or drops into Waitrose.

AISLES

→

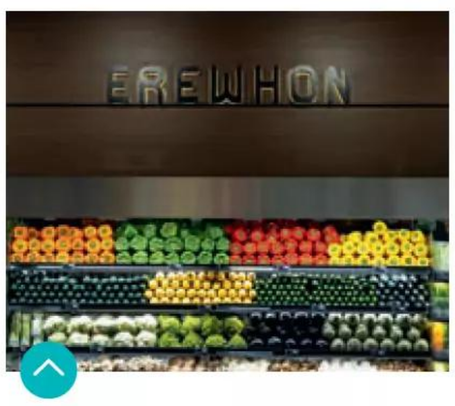


7-Eleven, Japan

Scroll through any Instagram from a trip to Japan and there'll be at least one snapshot of the glowing 7-Eleven facade. While you can find the neon striped logo around the world, Japan has the most 7-Elevens globally – 22,000 across the country. The round-the-clock convenience stores (known as *konbini*) are a staple in Japanese life, selling everything from high-quality ready meals to *onigiri* (rice balls), *tamago sando* (egg salad sandwich) and even socks. English labels are hard to come by, making the experience all the more adventurous. If you're in a DIY mood, make some instant ramen with in-store hot water dispensers and microwaves. Or join salarymen in scooping ice from the freezer for an iced latte. The convenience extends to menial tasks, too – the stores have ATMs, printers and photocopiers. Check out competitors Lawson and FamilyMart, too – and join locals in debating the best spot for *nanachiki* (fried chicken).

Supermarket sweep

Get a real taste of your location at these cultural temples



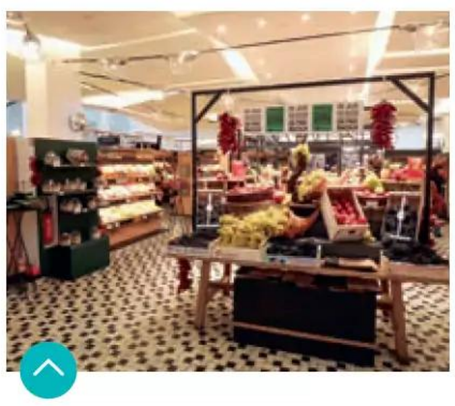
Erewhon, Los Angeles

Move over Whole Foods, this grocery shop is symbolic of the wellness-obsessed LA lifestyle. Dotted across 11 sites – from Beverly Hills to Calabasas – the Certified B Corp shop's organic and biodynamic produce is a hit with affluent Angelinos and A-listers alike. Sip on the viral US$21 'Strawberry Glaze Skin Smoothie', complete with collagen peptides and sea moss gel. Or dose on 'Anxiet-Ease' droplets ahead of an important casting call.



Coop, Switzerland

You'll find mountain food galore at Switzerland's largest supermarket (not to be confused with Co-Op in the UK). Expect carb-filled aisles of packaged fondue, the popular THOMY mayonnaise, *rösti* and raclette, plus freshly baked pretzel rolls and *bündner nusstorte* (a traditional walnut tart). Oh, and an aisle filled with Lindt, naturally. Migros is Coop's main competitor – but it doesn't sell alcohol or tobacco.



La Grande Épicerie de Paris

Embrace the Parisian art de vivre at this sophisticated food hall within Le Bon Marché department store. What started out as a single counter has grown into a 2,900 sqm gourmet emporium with 30,000 products – from Fauchon's pastel-perfect macarons to Angelina's indulgent *chocolat chaud*. Don't miss the shop's eponymous label, championing family-owned French businesses, artisans and small producers. **BT**

SOUGHT-AFTER SOUVENIRS



Forget magnets and keyrings, supermarkets overseas have become the spot for souvenirs – from kaleidoscopic Portuguese fish tins to Japanese KitKats in matcha, sakura or strawberry flavours. That said, there are strict rules on bringing produce back into the UK, so keep these in mind to avoid a £5,000 fine at the border.

YOU CANNOT BRING ANY OF THE FOLLOWING INTO THE UK:



Cheese, milk and dairy products

Pork, beef, lamb, mutton, goat and venison

Products made from these meats, such as sausages or filled sandwiches

Caviar (unless you have a CITES permit)

Rules on bringing fruit, vegetables, nuts and seeds depends on the country you're visiting. From the EU, Switzerland or Liechtenstein, for instance, you are allowed to bring back fruit, vegetables, nuts and seeds.

IMAGES GETTY IMAGES; RUBY KHOESIAL/UNSPLASH; ALAMY



DESIGNED TO MOVE MINDS AND MILLIONS

Terminal 3 opens April 22, 2026

Truly international – a new home for over 50 global airlines.
Inspirational and innovative architecture – creating mindful experiences.
Smart connections – effortless journeys and seamless mobility beyond the runway.

Scan to learn more.

Frankfurt Airport

DIGITAL TWINS

Tech is elevating the spa experience with measurable health benefits

IMAGINE YOUR DREAM spa: soft lighting, an aroma of neroli, soothing tunes and endless relaxation pools to plunge into in between transformative treatments.

Now, imagine that spa slightly in the future: a specialist who looks at the biomarkers in your blood, your genetics and your gut microbiome to curate a plan that will guarantee you leave a little bit healthier than when you arrived.

Welcome to the era of precision wellness, where sensual spa meets science: a fusion of deeply relaxing practices and medically led results-driven treatments using the latest technology.

"I've spent my career in wellbeing spaces that cross the line between spa and medical," says Hattie David-Wilkinson, global head of wellbeing and longevity at the Maybourne Hotel Group.

"The use of data to create personalised programmes has accelerated dramatically in the spa wellness space in the past five years. People really want to feel that their hotel space and spa is contributing to their wellness goals somehow. They're with us to optimise their health. They want the extra 5%."

Medical innovations have long inspired wellness practices and in 2026, medi spa offerings are more sophisticated than ever. As experts in the healthcare space are getting excited by the 'digital twin' – a virtual avatar that replicates a patient to improve diagnostics and treatment – we're seeing this model appear in wellness spaces too.

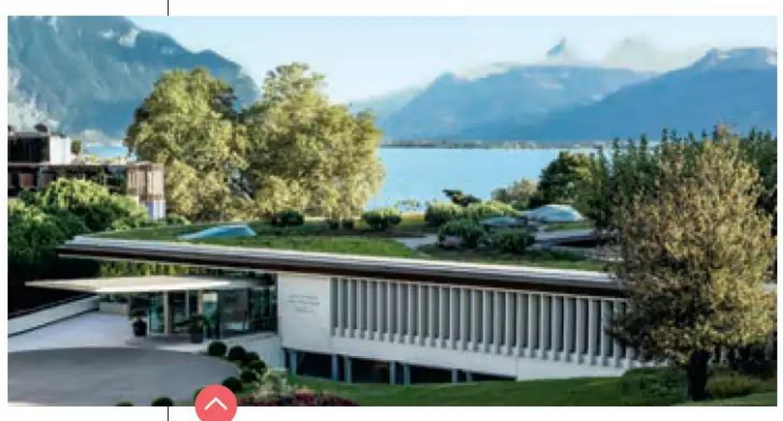
Mikael Benson leads the medical digital twin research group at the Karolinska Institute in Stockholm. "At the moment, the application of digital twins is purely medical. We measure the activity of all human genes in each cell to create high-resolution models of a tumour and, instead of testing different treatments on the patient, we computationally treat their digital twin with thousands of drugs to find the one that would cure the tumour." Benson sees a future where every healthy willing person has a digital twin model of themselves from an early age that is updated over their lifetime.

David-Wilkinson sees a similar approach emerging in the hospitality space where a detailed online profile is built to give regular feedback and refine treatments in the spa space. "A client comes in and we run tests. Then, we treat or train, test again, update the profile, refine the plan. People don't just want to come for a day and leave feeling more relaxed, they want continuous feedback and longevity." An online profile that tracks a client's progress at a cellular level offers this.

"I can see how the digital twin model might translate to the wellness space in the future," says Benson. "To be detailed enough to be called a 'digital twin', the profile would need to be based on higher resolution data taken from their blood, skin biopsies and body imaging. But invest in the right technology to make a digital twin of a client's health and there's huge opportunity here."

High-tech health retreats

SURRENNE BELGRAVIA
Upon joining this longevity and health club in London, each member gets an in-depth consultation to create their profile, which will show V02 max (an indication of cardiovascular health), metabolic analysis, markers of methylation (which can indicate certain conditions) and hormone balance. This informs a personalised programme shaped by an advisory board, featuring a nutritionist, dermatologist and fitness pioneer.



CLINIQUE LA PRAIRIE
With a rich history in cutting-edge anti-ageing treatments, this Swiss clinic is well known for its pioneering approach to longevity. Today, there's a real focus on cellular health. Its Longevity Master Assessment (LMA) is the first step for guests, a comprehensive set of screenings that build a detailed picture of the individual's health and longevity markers. Then, each programme is designed to work with each individual's DNA and includes treatments like cryotherapy, infrared therapy and neuro-stimulation.

ROYAL MANSOUR TAMUDA BAY, MOROCCO MEDI-SPA
This facility's signature programme is a seven-day Longevity Boost. Day 1 is diagnosis and detoxification where visitors get a blood test, nutritional analysis, longevity consultation and lymphatic drainage. Blood tests are analysed the same day for 70 markers and what follows is a programme prescribed by an on-site doctor, who works with each individual to improve nutrition, fitness and emotional wellbeing.

'Welcome to the era of precision wellness, where sensual spa meets science'

WORDS **ALICE WILKINSON**
ILLUSTRATION **MOJO WANG**





AUTO EXOTICA

Inside an Italian research lab that certifies classic Lamborghinis

THE SCENE IS worthy of *CSI*, except this clean workshop is committed to the forensic investigation of classic cars. The Raging Bull's in-house heritage division is based at the supercar manufacturer's headquarters in Sant'Agata Bolognese, in Italy.

Lamborghini was born out of a spat between businessman Ferruccio Lamborghini and his illustrious neighbour, Enzo Ferrari. Today the team is showing me around the archive, a room normally closed to outsiders. An Aladdin's cave of Lamborghini treasures, the carefully collated collection includes the first sketches of famous models, such as the iconic Miura and Countach, as well as production files and technical drawings.

Under the discerning eye of the Comitato dei Saggi, or expert committee, this is the first and most important port of call for every car brought to Sant'Agata for verification. "The archive is the foundation of everything we do," says Alessandro Farmeschi, former CEO of Lamborghini America. "It guides us and reminds us of who we are. Every restoration begins here, with 30,000 documents that tell the story of every car we have built."

That includes Donald Trump's one-off Diablo VT Roadster, which he owned for four years and was one of only 132 made for the US market between 1997 and 1999. Then there's the first Countach LP 500 prototype, restored in 2021 using original documents from these shelves, and a Miura P400 featured in the 1969 blockbuster *The Italian Job*, starring Michael Caine.

That particular Miura was "destroyed" in the heist movie and then disappeared for 50 years. Chassis 3586 was rediscovered in 2019 and authenticated thanks to an in-depth analysis by Polo Storico experts.

A silver Countach I'm helping to examine in the Polo Storico workshop is rather easier to identify. The legendary supercar belongs to Lamborghini and was the last Countach 25th Anniversario ever built, in 1990.



Posters of designer Marcello Gandini's follow-up to the Miura adorned bedroom walls throughout the '70s and '80s. This particular car has been coveted by collectors for decades but remains a star attraction at the Lamborghini Museum in Sant'Agata.

Inside the deepest recesses of the final Countach I can see VIN (vehicle identification number), engine and paint numbers all matching original documentation. For such a famous car, this might sound like an undignified exploration.

However, for those looking to sell a classic Lamborghini, a Polo Storico investigation is a guarantee of authenticity that will only increase value.

Everything from the light-grey leather to the make of the radio is checked. Former Polo Storico employee Walter Rinaldi knows that the Countach's chassis number would have been handstamped in 1990, so the digits may not align perfectly.

"There was one very strong man who wielded the hammer and embossing tool – sometimes it wasn't always in a straight line!" Rinaldi started at the Sant'Agata factory on October 1, 1966, and only gave up his job in 2010. "I was more interested in motorbikes when I started, but the beauty of the brand got into my soul."

WORDS
JEREMY TAYLOR



‘The archive guides us and reminds us of who we are’

MAIN
Lamborghini Diablo
LEFT
Polo Storico research lab
RIGHT
The author examining Lamborghini documents



Not every car passes muster. Some 20 vehicles have failed certification and require a “difficult conversation” with the expectant owner. Farmeschi is often at the sharp end. “I need to tell them there is a problem.”

“Often, this is something very obvious,” he continues. “The Countach has an aspirated V12 engine but one example was fitted with a turbocharger! Of course, we could restore the car to the specification when it left the factory but that would not be practical. Naturally, we do not charge the customer if we cannot give them certification.”

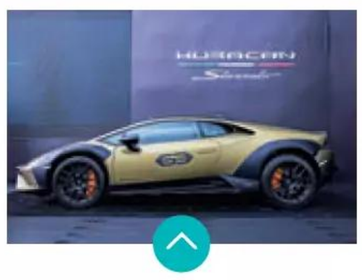
Less obvious modifications require more sleuthing – often hours of painstaking work checking the original specification. “Engine numbers don’t always match with the original but that isn’t a failure. It was very common in the old days for a car to receive a new engine and, if documented, we can still proceed.”

The archive continues to grow, acquiring new information, recovering documents and working closely with former employees, technical specialists and private collectors.

Farmeschi adds: “Celebrating ten years of Polo Storico, we reaffirm our commitment to Lamborghini’s legacy. This gives voice to the past, respects history and ensures every car continues to tell its own story. Preserving our heritage does not mean standing still – it means passing it on.”

IMAGES: COURTESY OF LAMBORGHINI; GETTY IMAGES

FOUR LEGENDARY LAMBOS



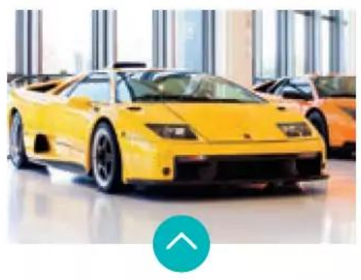
Huracán Sterrato

A low-slung supercar designed for off-road use, the 2023 Sterrato featured extra ground clearance and chunky tires. Just 1,499 were built, complete with roof rails and spotlights.



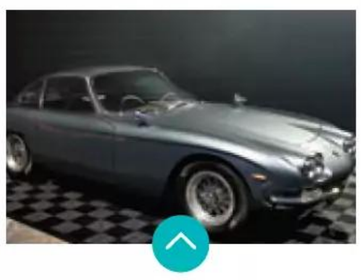
Murcielago

In 2001, Lamborghini stabilised under Audi ownership, but that didn’t stop the Italians from building outrageous supercars. The Murcielago revved to 8,000 rpm and was ferociously fast.



Diablo

Another V12-powered supercar, the 5.7-litre, rear-wheel-drive Diablo was a difficult car to master and the first Lamborghini to top 200 mph. Scissor doors added to the 1990s appeal.



400 GT

Beautifully styled, the 1966 400 GT was essentially an updated 350 GT – the first Lamborghini production car. Svelte lines make this the ultimate grand tourer for a classic Alpine adventure.

WORDS
HANNAH BRANDLER



TASTY TRINKETS

Forget Labubus – add a dash of personality to your bag with Anya Hindmarch's range of leather charms, a cheeky nod to our everyday vices. Accessorise your bag with a Diet Coke or Pringles can, both doubling as coin purses (£295), or jazz up a tote with a nostalgic packet of Love Hearts (£175) or Heinz Ketchup sachet (£175). A Nurofen packet (£195) dangling from your backpack is sure to raise a wry smile with fellow headache-strewn travellers.



Michelin mornings

START YOUR LONDON weekend in style with the new breakfast tasting menu at Pavyllon London, the Michelin-starred restaurant at Four Seasons Hotel London at Park Lane. Priced at £70 per person, the five-course menu kicks off with an 'amuse-juice' and seasonal pastry – in January this came in the form of a Lobster Croast (fresh lobster atop a pressed croissant). This is followed by the choice between a spiced chia pudding with mango or seasonal granola with berries. For the main course, diners can pick between a weekly chef's special – think Turkish eggs or tiramisu pancakes – or an elevated classic, like eggs Royale, Benedict or Florentine. The experience concludes with the restaurant's French Toast served family-style, plus some chocolates to take away for the day ahead. Tea and coffee are included, with an optional £20 drinks pairing featuring fruit juices and mocktails. Served at the kitchen counter from 6.30-10.30am (Sat) and 7am-10.30am (Sun), we'd love to see this become a weekday offering for breakfast meetings.

IMAGES COURTESY OF ANYA HINDMARCH; COURTESY OF PAVYLLON

WORDS
ALICE HENDERSON

CULTURAL CALENDAR

OUR PICK OF EVENTS TAKING PLACE AROUND THE WORLD

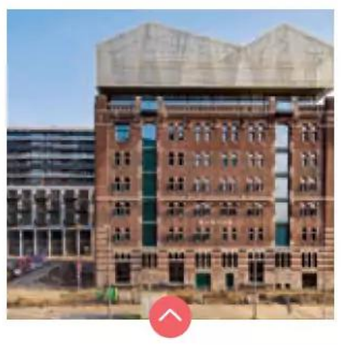
DOMESTIC



Summit at Alexandra Palace

London monument Ally Pally is now allowing visitors to scale and circle its rooftop. At 130 metres high, it's not for the faint-hearted – its roof-walk is now the highest in the UK – but the thrilling hour-long guided activity promises spectacular skyline views, taking in attractions including The Shard and St Paul's Cathedral. Guests can head up in the daytime or at sunset to enjoy golden hour skies.

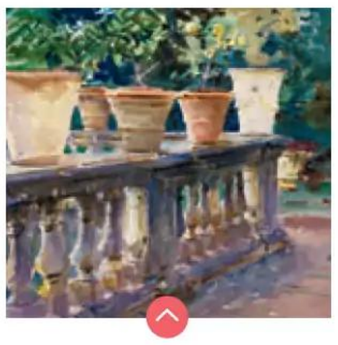
SHORT-HAUL



Nederlands Fotomuseum, Rotterdam

This museum has reopened in Rotterdam's recently renovated Santos warehouse. Formerly used to store coffee, the nine-storey warehouse is a landmark of the Rijnhaven port area, recognised for its striking 20th-century architecture. Visit the opening exhibition *Rotterdam in Focus* to explore photography from 1843 to present day, and catch a glimpse inside the storage rooms that hold the museum's archive.

LONG-HAUL



Framing Nature: Gardens and Imagination, Boston

15 March – 28 June

To coincide with the 50th anniversary of its Art in Bloom festival, the Museum of Fine Arts, Boston, is hosting an exhibition dedicated to the beauty of floral and fauna. Pieces span several time periods, cultures and art forms – from Renaissance-era tapestries and intricate Chinese scrolls to contemporary prints and photography.

IMAGES **AMAZON MGM STUDIOS; PHOTO STUDIO HANS WILSCHUT; MUSEUM OF FINE ARTS, BOSTON**



WATCH

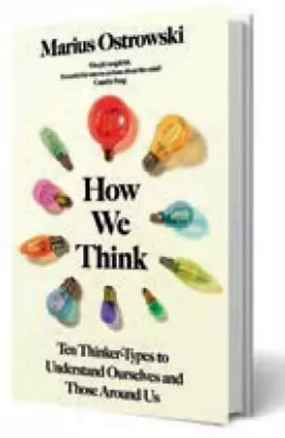
The CEO Club

This eight-part docuseries follows a group of trailblazing female entrepreneurs as they navigate the highs and lows of their careers. The inspiring cast includes star athlete and businesswoman Serena Williams, fashion designer Dee Ocleppo Hilfiger, and model and founder of skincare brand Cay Skin, Winnie Harlow. Episodes are available to watch on Prime Video.

READ

How We Think: Ten Thinker-Types to Understand Ourselves and Those Around Us

USING NEW RESEARCH from the fields of psychology and political science, social theorist Marius Ostrowski breaks down human thinking into ten types – helping us get to grips with our own minds and improving our understanding of those that think differently to us. Rediscover yourself as a "Keen Bean" or "Happy Camper", or at the other end of the spectrum, a "Worrywart" or "Agoniser". Available to purchase from 12 March.



LISTEN

BUSINESS BOOK CLUB

Business Book Club

FOUNDERS ACROSS VARIOUS industries disclose the most important book they've ever read, unpacking key insights from the book, their top takeaways and exploring how the book affected the running of their own businesses. Previous guests include Alex Bodini of media company Spin Group, and Annika Lundström of medical start-up ReMinded.

Standout service

Regent Hong Kong earns coveted Forbes five-star rating this year

EPITOMISED BY DISCREET LUXURY ON Victoria Harbour, Regent Hong Kong has a reputation for being one of Asia's most outstanding city hotels.

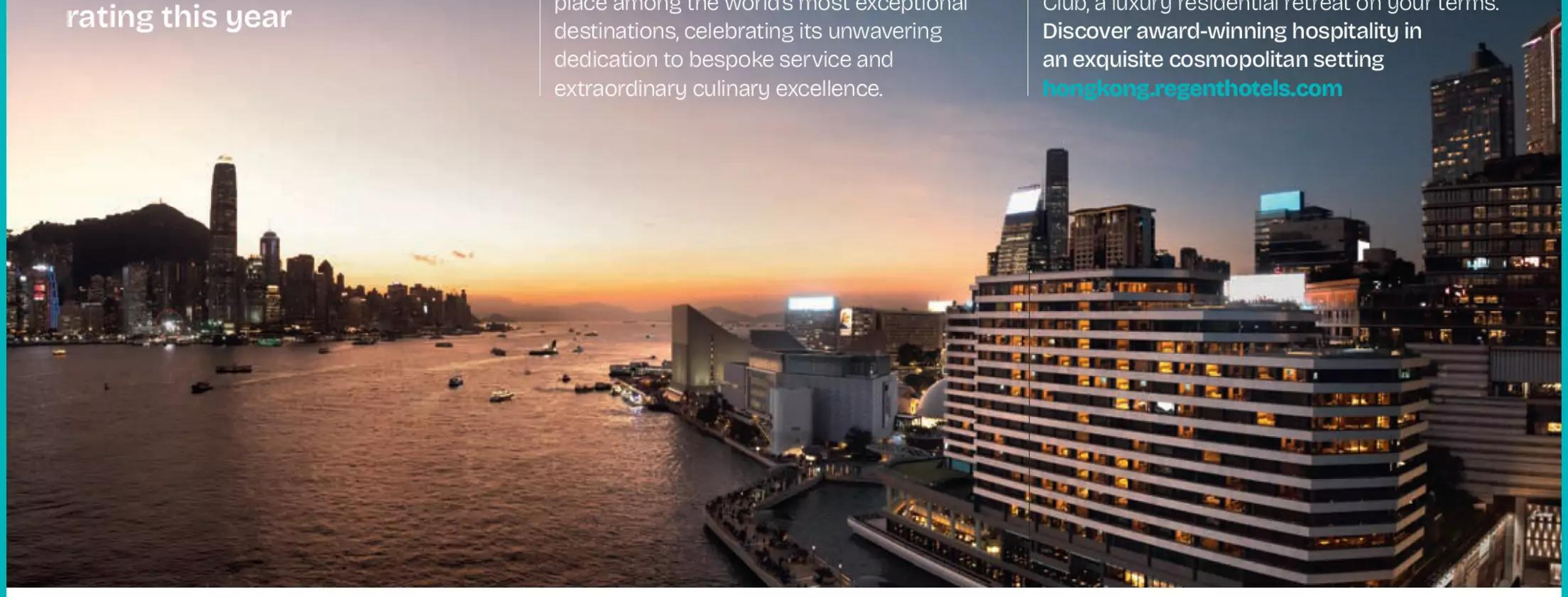
Thanks to its dedication to excellence, Regent Hong Kong recently earned its Forbes Travel Guide Five Star Hotel status in the newly unveiled 2026 Star Rating list. This prestigious distinction reaffirms its place among the world's most exceptional destinations, celebrating its unwavering dedication to bespoke service and extraordinary culinary excellence.

Amidst breathtaking harbour views and a serene aesthetic by Hong Kong-born design visionary, Chi Wing Lo, guests are invited to discover refined hospitality, timeless allure and sophistication.

Each one of the 497 rooms and suites is crafted as a haven of tranquillity with gracious service by Regent Experience Agents. Suite guests also enjoy the exclusivity of Regent Club, a luxury residential retreat on your terms.

Discover award-winning hospitality in an exquisite cosmopolitan setting

hongkong.regenthotels.com





Tuck in

The specialist BEEF restaurant is a must-visit for meat lovers in Geneva

WELCOME TO BEEF, an exceptional beef restaurant in the heart of Geneva. For more than 10 years, BEEF has been an advocate of reasonable meat consumption. Through supporting sustainable farmers, limiting its carbon footprint as much as possible and establishing clear traceability of its products, BEEF serves high-quality beef while maintaining absolute respect for animal welfare. The restaurant sources its beef from an accredited range of butchers, such as the Metzger brothers and La Ferme de Budé. These local suppliers deliver the homemade, fresh and seasonal ingredients that form the base of BEEF's dishes.

The BEEF kitchen uses a Josper charcoal oven – an elegant combination between an open barbecue and an oven – which perfects the taste and texture of the beef, making it richer in flavour and more tender. Available exclusively in Switzerland, BEEF offers carefully selected butcher meat breeds on their terroir of origin – each as unique as they are exceptional.

beefgeneve.ch



FROM LEFT: BEEF in Geneva; premium meats

Insight

Expert opinions on the future of travel

THE BIG INTERVIEW

SÉBASTIEN BAZIN

ACCOR CEO

‘Accor has always been 20 years late to the party –but, finally, we’re ahead of the game’

Hannah Brandler sits down with Accor’s CEO to hear about his 13 years of leadership, the power of loyalty schemes and India’s promising potential

You’ve been at the helm of Accor for over a decade. What shifts have you seen in the hospitality industry over that time?

The first is choice. Accor has gone from 11 to 48 brands in my time. We have listened to the market and offered more brand diversity. We’ve also entered territories where our competitors haven’t gone yet.

The second is the rising popularity of non-branded hotels. Twenty years ago, the majority of demand was channelled through branded hotels – non-branded hotels were virtually unknown on any distribution channel.

Changing lifestyle priorities is also prominent. Accor has always been 20 years late to the party – we’ve been late on distribution, loyalty, so many things. But finally in this niche – lifestyle – we’re ahead of the game. We’re in the premier league now.

Which of Accor’s brands are most popular with business travellers?

Before Covid, Accor’s customers were 60% business, 40% leisure. Today it’s exactly the opposite. Business travel is back but has slowed down for large groups – 1,000-people seminars are less frequent. Interestingly, no hotels with



ILLUSTRATIONS **PAUL RYDING**

BIOGRAPHY

Sébastien Bazin was appointed chairman and CEO of Accor in 2013, having joined the group’s Board of Directors in 2005. Prior to Accor, he headed up the European branch of private real estate investment firm Colony Capital, where he led acquisitions in the sector including Fairmont and Raffles. He is also a board member of GE Aerospace and The Riyadh School of Tourism and Hospitality.

Continued from overleaf

more than 600 rooms have been built in America in the past two years. We see a lot of small groups now. The Novotel, Mercure, Mövenpick, Swissôtel and Pullman brands are perfectly fitted for bleisure.

When you travel for business, what do you look for in a hotel stay?
It needs to be buzzing. It's difficult to travel on business – you don't want to end up in an empty place. You want to see people at the bar, at breakfast. It's much more important than a spa.

Ennismore has managed to do this with 25hours, Mama Shelter and Hoxton – they're full of people during the day, and 80% are locals. The recipe for success is that mix between local and business travellers.

On top of this, you want cleanliness and water pressure. Eighty per cent of business travellers are going to order four things: pasta, pizza, burger and Caesar salad. Do those super well and you're home free.

Tell us about Accor's growth in the ultra-luxury segment.
Ultra-wealthy individuals (above US$2 billion) have enormous appetite to live, to enjoy and share with their families. But there's a lack of product.

The ultra-rich Americans do the same thing every year – it's a ritual. They land privately at Nice Airport, spend two days at Hotel du Cap-Eden-Roc, Cap D'Antibes, two days at Hôtel de Paris Monte-Carlo, two days in St Tropez, and two days in Capri. They pack, they unpack, they drive, unpack, pack, drive.

Why do we push customers to go to the product they like? Can we inverse it and bring the product to them? I told the



THIS PAGE: Accor partners with IndiGo, launches ultra-luxury yacht and refines room service basics
RIGHT: 25hours Hotel Indre By, Copenhagen

'Eighty per cent of business travellers are going to order four things: pasta, pizza, burger and Caesar salad. Do those super well and you're home free'

IMAGES **COURTESY OF DIS-LOYALTY**

board: I'm going to create the best hotel ever built outside of Nice Airport – the Orient Express Corinthian yacht. Travellers will have the best suite; the boat will dock in Monaco, St Tropez and Capri; and guests can invite friends onboard for a black tie dinner. It's the same ritual, except you're eliminating the constraint.

For the yacht, we're probably going to have a 'club' model, so you're not on the boat by accident. It's the team's job to curate and select who's going to be onboard. Can we do it? I have no idea. Should we do it? Yes. People don't mix well unless they relate to another guest. How do the crypto guys cope with the Vanderbilt family of New York? We'll learn by walking, but it will be interesting.

What markets are you looking to expand to next?
There are three places where we have 70% of network expansion: Middle East, India and Southeast Asia. The biggest opportunity by far is India, but this is also where you have the biggest complexity. I'm a big fan, and I go every five weeks. India will be a smashing success.

We've announced a joint venture with low-cost carrier IndiGo, which has the largest purchase order from Airbus with over 500 new planes. It will be the largest airline in the industry. The collaboration between IndiGo's BluChip Rewards and ALL Accor Live Limitless loyalty programmes will enable members to earn and redeem points across flights, stays and experiences.

Additionally, India will have approximately 240 airports by 2030. These are perfect for Novotel and Mercure properties.

How is Accor meeting the needs of Gen Z and Gen A guests?
This is the toughest question for me. The average age of Accor customers is around 48 years old. I'm not sure Accor is there yet with the 18-30 category – do we address them properly? Do they know us?

Ennismore [whose brands include 25hours, The Hoxton, Mondrian and Mama Shelter among others] permits Accor to exist in the minds of those new generations. The average guest age for these brands is 32, but younger (around 26) for those working in its public spaces.

At The Hoxton in London, we accept students working in the public spaces free of charge. The only thing we ask is that they leave the space from noon to 2pm, so those spaces can be used for lunch by paying customers. It's an unwritten rule that works very well.

Are you looking to grow ALL (Accor Live Limitless)' loyalty partnerships?
We have to be extremely open-minded when it comes to loyalty partnerships. The value of a partnership is the frequency of usage – if you can use it on a daily or weekly basis then you win.

You can't be too picky on the partners – make sure you have common values, and they have a quality, affordable product – but the name of the game is the frequency of usage.

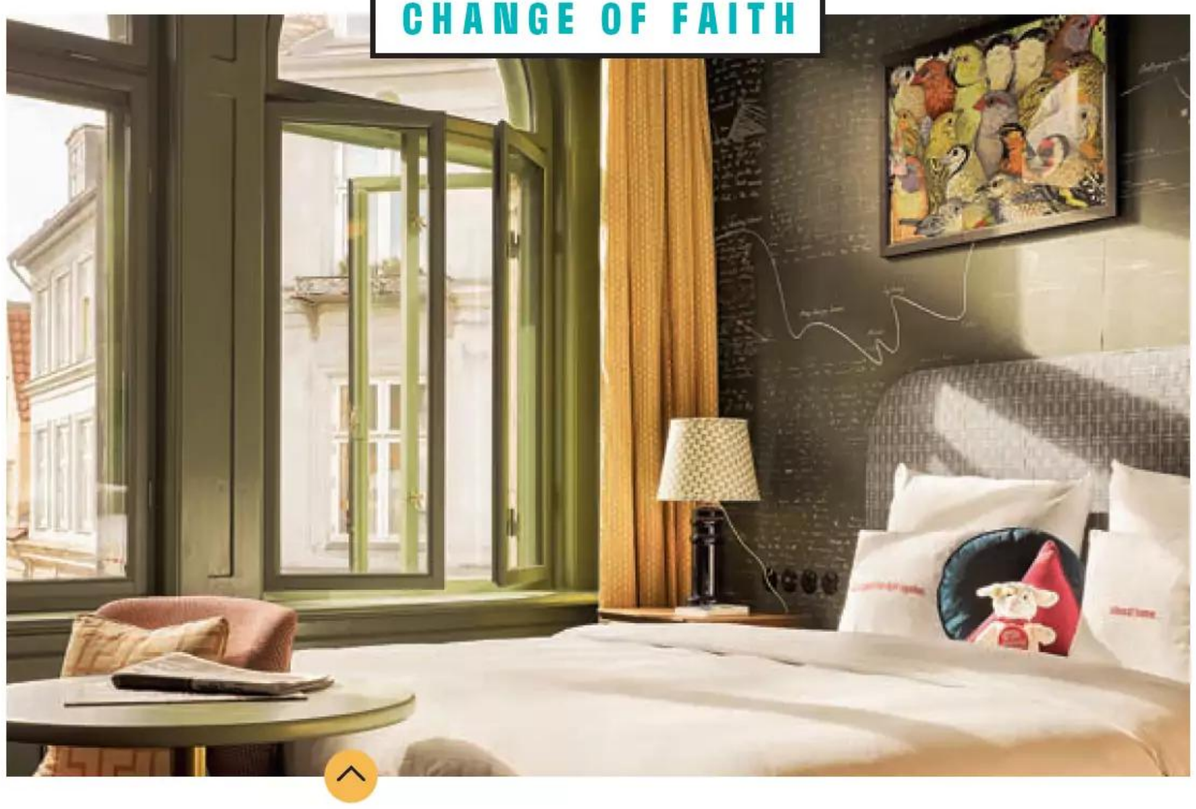
People have the wrong perception that loyalty members aren't the ones you want for ultra-luxury properties. This is rubbish. The ultra rich get the loyalty system – they might not use it themselves, they may give it to employees or family members. But there's pricing and value across all segments for Accor Live Limitless.

We have 120 million loyalty members, and 13 million new members every year – that was 7 million four years ago. Loyalty is one of the biggest drivers for us in terms of direct bookings. It's a fabulous success.

Is Ennismore's Dis-loyalty scheme successful?
It was a slow start, because it's the reverse of a loyalty programme. Everyone at Accor said: kill it. I didn't want to because it's fun. The two work together – you can have double points with Dis-loyalty and ALL – it's a break-even operation. I like the gimmick of it, and it's fresh.

How do you keep a healthy work-life balance as a CEO?
I travel 250 days a year and spend probably 100 nights on an aeroplane. I exercise every day for 45 minutes wherever I am, and I never close the curtains. I want to see when it's dark. You also need to be draconian on your discipline. But I enjoy it – it's fun! BT

CHANGE OF FAITH



WHAT IS DIS-LOYALTY?

Ennismore's playful take on a loyalty scheme rewards members who discover its new hotels and restaurants instead of returning to the same tried and tested venue. Described as a "travel and food membership that beats boring", members access greater discounts when visiting new venues across Ennismore's portfolio.

WHICH BRANDS DOES IT INCLUDE?

Ennismore has more than 120 hotels and 200 restaurants and bars across its 11 brands – including **The Hoxton**, **25hours Hotels**, **Mama Shelter**, **Mondrian** and **SLS**.

HOW DO YOU JOIN?

Dis-loyalty is a paid membership model, costing £12 per month. All memberships are for 12 months.

WHAT ARE THE PERKS?

50% OFF hotels in the first three months of opening

20% OFF every first-time stay and **10% OFF** return stays

10% OFF F&B at any of the brand's restaurants, bars and coffee shops

A **FREE** barista-made drink every day of the year

Weekly limited-time **OFFERS,** experiences and collaborations (known as "Drops")



WORDS
JAKE JONES

MAP QUEST

Why location plays a crucial role in how to maximise your miles

ONE OF THE key things I recommend to people in the points and miles game is sticking with one airline as much as possible when paying for flights with cash. Why? My answer is two-pronged.

First, consolidating your mileage earnings with one airline is more beneficial when it comes to redeeming, because it takes less time to accrue a stash of miles realistically worth using. Having 10,000 miles with three different loyalty programmes isn't as valuable as having 30,000 with one programme.

Second, it is virtually impossible to achieve status without remaining loyal to a single airline. While we can debate whether status is worth chasing, there are objective benefits to having it, including mileage multipliers on paid tickets (eg Silver members earn +25% miles on base earning, Gold +50%, etc), which result in top-tier members earning miles at a much faster pace.

How do you choose the best airline?
Geography is usually the deciding factor. Where you live, and therefore the airport you'll use most often, typically has the greatest impact on which airline is the best fit for you.

For many people, that choice – or lack thereof – is fairly straightforward.

In the UK, British Airways is the dominant carrier, while for US residents in hub cities of major airlines – such as Atlanta (Delta), Dallas (American) or Houston (United) – this choice is also largely predetermined.

Similarly, if you often travel from a secondary city, such as Austin, Sacramento or Buffalo, to a major hub, you may have only one nonstop airline option available – in which case, it's probably your leading choice.

Flying with the airline that dominates your local airport also has other practical advantages, such as robust schedule choices, though being subject to a quasi-monopoly also typically results in higher fares. Then again, with most status metrics being tied to dollars spent these days, that extra money could still pay off through status benefits and enhanced mileage earning opportunities.



'It is hard to achieve status without remaining loyal to a single airline'

In contrast, travellers who frequently fly between two major hubs generally benefit from having multiple airlines and more frequent flights on that route. But it also means choosing where to place your loyalty needs more careful consideration.

Leverage the alliance
Suppose you are a US traveller based in Chicago – the country's most well-connected airport – who frequently travels to a country served by a single dominant airline, like Lufthansa in Germany.

In that case, you might want to prioritise flights with United, since both airlines are members of Star Alliance.

This would mean any onward flights (or beyond) you take with Lufthansa would also earn miles that can be credited to your United MileagePlus account – consolidating earning from your travel in one place.

I highly recommend that travellers, especially those not bound to a hub city, familiarise themselves with each airline's route map and alliance partnerships to determine which offer them the best options given their geographic circumstances.

Even when discussing points and miles in terms of credit cards, geography is always relevant. Does it make sense for someone to pay £650 for an American Express Platinum Card if their home airport doesn't even have a Centurion Lounge?

If you are looking for a co-branded credit card to bolster your wallet, you'd naturally want to find one for an airline you fly frequently. When it comes to everyday spending on credit cards, those who live in large cities may find dining and Uber credits more readily available to take advantage of than those in more rural locations.

No matter which way you look at it, examining your points and miles choices through a geographical lens will eliminate a lot of guesswork from your decisions and lead to the maximum mileage return on every dollar you spend.

To see more of Jake's insights, tune in to *The Business Traveler Show* on ReachTV.

IMAGES **ADOBE STOCK**

STAR ALLIANCE

A PERFECT MOMENT TO FOCUS

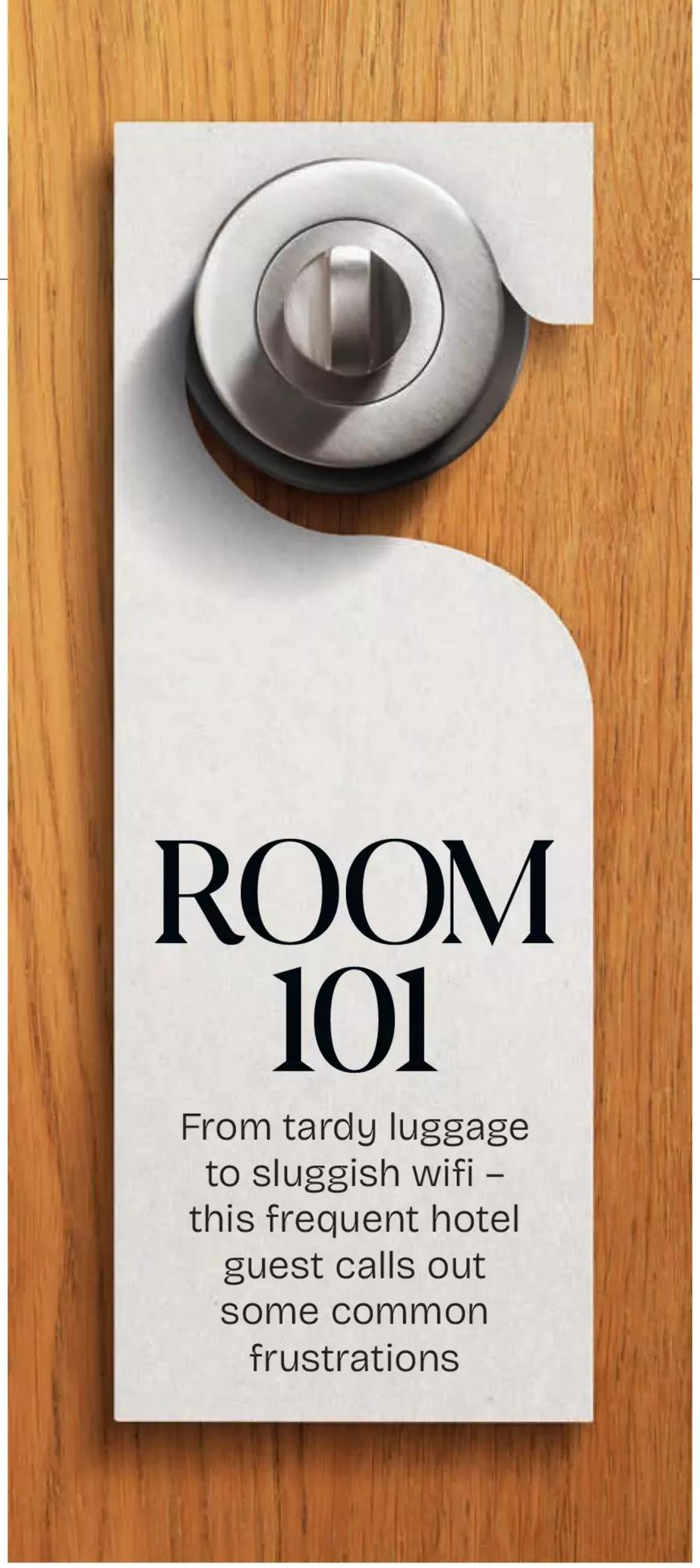
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TURKISH AIRLINES

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Insight

WORDS
BEN WEST



From tardy luggage to sluggish wifi – this frequent hotel guest calls out some common frustrations

AS A TRAVEL journalist, I have stayed in hundreds of hotels – more than 200 in the past few years. Unsurprisingly, I have learned a few things about them and noticed some irritating issues that tend to crop up repeatedly.

HERE'S MY LIST OF PET PEEVES:

Security deposits
Business hotels often demand a security deposit, which can be sizeable, often £100-£200 per night, especially in the US. If you're staying for several nights or moving from hotel to hotel, the amount frozen on your account soon adds up and sometimes it can take as much as a month for the amount to be unlocked or refunded.

Temperamental wifi
When you're travelling for business – or for any reason, these days – access to the internet is vital. So it's surprising how many hotels still charge for wifi or make it difficult to get online. Too many times reception has supplied the wrong password (which is no doubt long and complicated) or my name and room number aren't recognised when I enter them to log on. Not to mention the times when you do get online but the wifi is sluggish or keeps dropping connection – or stops you being able to use a personal hotspot.

Ignoring the 'do not disturb' sign
I've been surprised how often the 'do not disturb' sign has been disregarded. One time a housekeeper ignored the sign, walked through the room and prodded me on the arm as I lay on a sun lounger with headphones on, asking if I wanted the room cleaned. When you've forked out a small fortune for a hotel room, you should be able to expect some privacy.

Fictional business centres
Quite a few hotels list having a 'business centre', which amounts to a desktop computer dating from the Palaeolithic period with a printer that keeps jamming. Not quite the same as a bright, modern co-working space with fast internet and ergonomic chairs found elsewhere.

Check-in/check-out times
Check-in used to be typically around 2pm, with check-out at noon. But these days it's common to be told to leave as early as 10am and not arrive until 4pm. Clearly rooms need to be prepared for the next guest, but five or six hours is a big chunk of the day.

Locked windows
More and more hotels are starting to prevent you from opening the windows, ostensibly to maintain climate control or improve safety. Yet air conditioning systems can never replicate fresh air, so rooms become stagnant and pollutants build up.

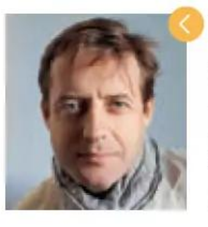
Indecipherable controls
The posher the hotel, the more complicated the room controls seem to be. When you've been travelling and working all day, all you want is to be able to quickly switch off the lights, change the temperature from freezing to comfortable and have a shower without getting burned by scalding water.

Widespread greenwashing
It's great when hotels genuinely do all they can to be sustainable, for example using solar panels, installing rainwater harvesting systems and implementing linen and towel reuse programmes. But too many hotels claim to be sustainable while your room is stacked with plastic bottles, miniature toiletries and the television is blaring with all the lights on as you enter the room.

Lack of quick information
You used to get a handy folder in your room with things like the wifi code, restaurant hours and hotel facilities. Increasingly, hotel information is on your TV or a tablet, which is invariably more fiddly to access and surprisingly often leaves out the important stuff. Many times, I've simply conducted an internet search with my query (in a large hotel it may not be clear if there's a gym or spa) as it's a much quicker option.

Luggage delivery
Upmarket hotels often offer to deliver your luggage to your room. Yet too many times I've then waited an age for it. Recently, travelling with a large group, one hotel even mislaid some guests' luggage. As such, I usually take my luggage to my room myself. Porters don't like it, as there's no chance of getting a tip, and posh hotels no doubt think a guest struggling down a corridor with bags detracts from the luxurious atmosphere. But when you've got work to do, every minute counts.

'A housekeeper ignored the sign, walked in the room and prodded me on the arm'



Ben West is a travel writer and journalist, published author, and playwright of *Gertrude's Secret*

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Q&A

GOAL-GETTER

Semra Hunter discusses her globetrotting sports presenting career – and why this World Cup matters more than ever



How did you get into sports journalism?
My dad was really into sports. When I was three, he took me down to the football pitch and it was love at first sight. My dream was to become a professional football player, but that didn't pan out. I studied international relations at the University of California, Berkeley, but realised I hated politics. Then my mum said: 'You love sport, you love travel – why don't you become a sports broadcast journalist?' It was a light bulb moment.

You've had an amazing career so far, presenting for the likes of La Liga and ITV. What's the secret to your success?
Part of it was luck. Part of it was ambition, desire and hard work. Women's football in the States has always been leading on the global stage. Because I'm American but speak Spanish, I was able to create a niche for myself in the Spanish football space. People accepted that I could play football, understand the game and talk about it. Spanish women are not always treated the same way.

Is sports journalism still a male-dominated industry?
Not as much as before, but it depends on the country. The UK is leading the way in making room – not just for women, but people of different backgrounds and ethnicities – giving them the opportunity to run the show and be part of the conversation.

Spain, on the other hand, has a long way to go. Women tend to be recognised as 'niña florera', or 'flower girls' – someone who's beautiful, but not necessarily a trained journalist. It's been a hard shift because there's still a lot of misogyny in Spanish society – I'm sure you saw the Jenni Hermoso and Luis Rubiales case, when the Spanish Football Federation president kissed her on the World Cup stage. There has been change, but it's slower. Everybody needs to be represented. Everyone needs to see that there is someone they can emulate and follow.

What's a sporting moment you'll never forget?
The recent Africa Cup of Nations final was quite shocking. Thirty seconds

WORDS
TAMSIN COCKS



IMAGES **SEMRA HUNTER**

before the final whistle, Morocco (the host nation) got awarded a penalty. But right before that, Senegal had a goal disallowed. The Senegal team was so enraged that the coach told them to walk off the pitch. Everybody was stunned – the referee didn't know what to do. Eventually the team returned and Morocco got to take their penalty. Brahim Diaz steps up to take it, makes the worst penalty of all time – straight to the goalkeeper. They go to extra time. Then it goes to penalties – and Senegal win. It was one of the craziest things I've ever witnessed. Drama at its finest.

What has been a career highlight?
Covering the 2022 World Cup in Qatar. I had an incredible line-up of panellists. Every day I thought: "Am I really sitting next to this person right now?" I worked with Wayne Rooney, Luis Figo, Robert Pires – megastars in world football. And Sol Campbell was with me for the whole month. There were only two of us presenting all 64 matches, so it was intense, but there's nothing better than a World Cup.

How important is the World Cup?
A World Cup is about bringing everyone together. Qatar was a perfect example of that. There were a lot of concerns relating to human rights and work policies, but in terms of fan experience specifically, it unified people in a way we've never seen before. The fact that the World Cup was in one city – not spread out across a country – meant that it was the centre of Planet Earth for four weeks. You had Argentinians mingling with Saudi Arabians, Colombians and Spaniards, and everybody was getting along so well. There was so much harmony – people





OPPOSITE PAGE: Semra presenting for Red Bull TV
LEFT: Experiencing Morocco like a local
BELOW: Hosting discussions for ITV

'A World Cup is about bringing everyone together. Qatar was a perfect example of that'

learning about each other's cultures, ways of life, and breaking down so many of those invented barriers that come, I think, from politics.

Are you looking forward to the 2026 World Cup?
My heart wants to say yes, because more countries have qualified, there's more matches, we have three host nations, and it's a longer tournament. What concerns me is the current situation with Trump and the way he's handling things – or mishandling things. Currently there are travel bans on at least 13 qualifying nations – so their fans in theory are not allowed to travel to the US. That's not a World Cup. That's not inclusive. It's mind-boggling, scary and sad.

What are some of the best places you've visited with your job?
Albania surprised me the most. I was there for the European qualifiers for the 2016 Euros. It had never been on my radar and it turned out to be an absolute gem. The nature is jaw-droppingly gorgeous. I loved Cambodia too – everyone alive today was affected by the Khmer Rouge but they were some of the happiest people I've ever met. It taught me a lot about life.

You're launched your own luxury travel boutique, Saharai, in Morocco. How did that come about?
The universe placed a wonderful man in my life. He was my tour guide on a holiday in Morocco – and we've been inseparable ever since. It's complicated for him to get a visa to Europe, so I came to Morocco – and I absolutely love exploring the country. People started asking for suggestions and suddenly, I was planning itineraries. We decided to combine forces – I can bring my Western perspective and experience from travelling the world, he can bring local knowledge, authenticity and connections. You can literally drop us in a village in the Atlas Mountains and somebody will know him.

What does Saharai offer?
Morocco has some of the most incredible hotels in the world – La Mamounia, Royal Mansour, Amanjena, Oberoi, Selman – amazing levels of opulence. But it's also the luxury of being able to experience Morocco in an unhurried, unrushed way. If people come for a quick weekend trip, you've missed the whole point of Morocco. The point is to slow down and connect with people through their rituals, like having tea. I want people to experience it the way I have – curated and personalised.

Where's next on your bucket list?
Sri Lanka – I hear the most amazing things about it – and Mongolia.

What's your best travel tip?
Stay hydrated. Drink water with electrolytes or lemon.

Watch Semra covering the World Cup on ITV from 11 June.



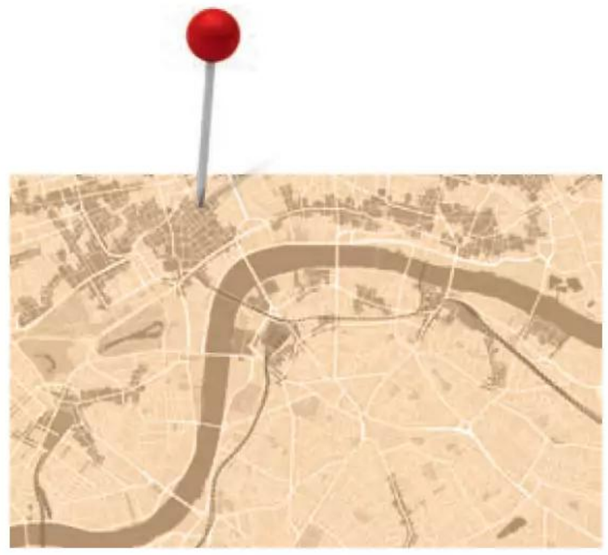
KEYS TO LONDON

COVER STORY

Discover the year's most exciting launches, plus some tips to make the most of your next stay in the UK capital

WORDS **ALICE HENDERSON**

BLOOMSBURY & FITZROVIA



An energetic, creative neighbourhood with a bohemian past

THE ZETTER BLOOMSBURY

ZETTER'S THIRD PROPERTY in the capital resides in a charming set-up of six interconnected Georgian townhouses in Bloomsbury. Interiors draw on the string of legendary writers that once lived and worked in the neighbourhood, with wood-panelled walls in the 60 bedrooms lending a residential feel, while ochre-draped four-poster beds in the eight suites look like they've been plucked straight from a storybook. Notably, common spaces here include a garden – a luxury in London – which will be used for outdoor cooking by guest chefs come the summer months.





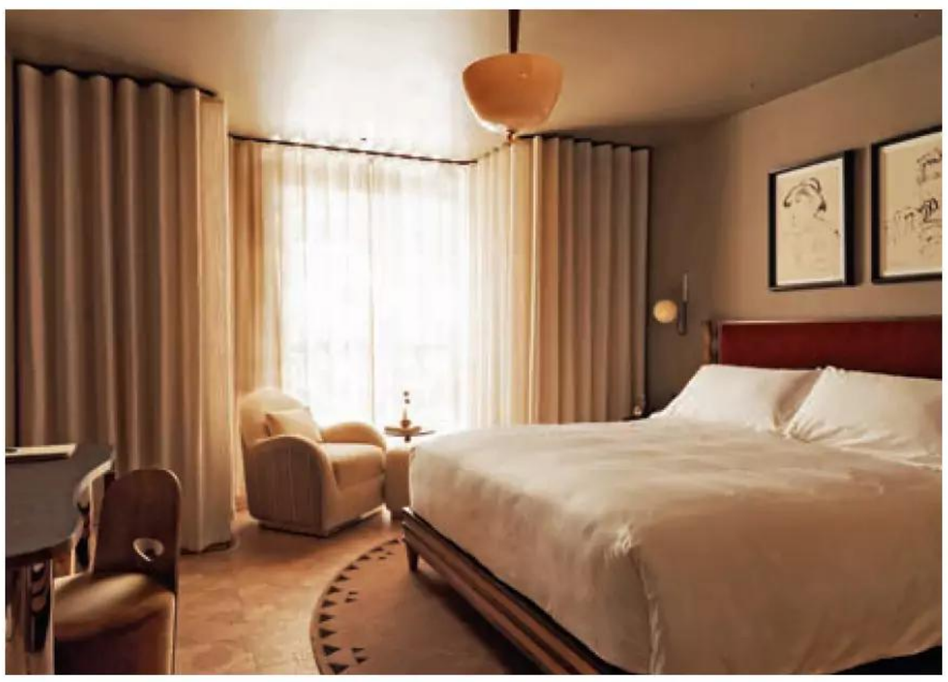
BERTRAND'S TOWNHOUSE

THIS 43-ROOM hotel is the luxury boutique version of a B&B. Rooms are suitably stylish, with original features left intact to retain the historic character of the three Georgian townhouses the hotel inhabits – from decorative fireplaces to cornicing. The hotel draws inspiration from Bloomsbury's literary figures – the name itself pays homage to the philosopher Bertrand Russell. Facilities are limited, but the plush Ottie's Salon is a multi-use space for an à la carte breakfast, nightcap at the bar or workspace. With the British Museum just down the road, entertainment is hardly in short supply.

GOOD TO KNOW

- Immerse yourself in the literary history of the area at the Charles Dickens Museum on Doughty Street, set inside the author's former home.
- Stop by Bloomsbury Square – one of London's oldest squares, dating back to the 1660s. There's plenty more Georgian squares in the area, too.
- Catch the British Museum's exhibition *Nordic noir: works on paper from Edvard Munch to Mamma Andersson* before it closes on 22 March.

'Rooms are stylish, with original features left intact to retain the historic character'



THE NEWMAN

INDEPENDENT BOUTIQUE HOTEL The Newman has caused a buzz in the worlds of hospitality and wellness alike. Alongside its 81 guest rooms, the new property boasts state-of-the-art spa facilities, including an ice lounge, hydrotherapy pool, and even a medical-grade halotherapy room designed to improve respiratory health and aid relaxation. An expansive menu of Nordic-inspired treatments awaits spa goers, too. For those seeking ultimate indulgence, the Penthouse Suite comes with an ice plunge and sauna so you can complete your hot and cold therapy in privacy.

→



HYATT REGENCY LONDON OLYMPIA

THE LONDON OLYMPIA exhibition centre will soon look very different thanks to a mammoth £1.3 billion regeneration project. Among the new facilities will be Hyatt Regency London Olympia – one of two hotels on the site, alongside citizenM London Olympia. The Hyatt venture is situated within a converted multi-storey carpark, offering 204 rooms and suites, grab-and-go bar, lounge-café bar and restaurant serving European and Asian dishes. Naturally, guests will benefit from unrivalled access to the Olympia facilities, spanning bars and restaurants, a conference centre, live music venue and even a 1,575-seat theatre.

'Naturally, guests will benefit from unrivalled access to the Olympia facilities'



THE KENSINGTON HIDEAWAY

PREVIOUSLY OPERATING AS Seraphine Kensington, the reimagined Kensington Hideaway hotel will offer a boutique selection of 59 rooms, promising a peaceful, intimate stay. Owing to the literary roots of the Royal Borough, which has seen countless writers walk its streets and is still home to some of the UK's most prominent publishing houses, room categories are themed around the lives and works of the literary greats. Think novelist William Makepeace Thackeray, acclaimed poet and essayist TS Eliot and detective novelist Agatha Christie. The theme continues through to the hotel's bar, where literary-themed cocktails will be served in a warmly lit, contemporary space.

KENSINGTON & BAYSWATER

Culturally rich, grand architecture and world-class museums



SIX SENSES LONDON

FOLLOWING A THREE-year delay, luxury wellness brand Six Senses is finally opening its doors in the UK for the first time this month. The long-awaited property occupies the old Whiteleys department store in Bayswater, a Grade II-listed building dating from the early 20th century. Inside, you'll find 110 rooms and suites, 14 branded residences and, of course, an all-important Six Senses spa complete with a magnesium pool, cryotherapy treatments and decor reminiscent of an old-fashioned London tube station. The British outpost will also house the first ever Six Senses Place – a private members' club which is being described as "a living room for West London".

GOOD TO KNOW

- Take refuge in the Natural History Museum or Science Museum on a rainy day.
- Escape the bustle of the city in Kensington Gardens.
- Head to Portobello Road Market on Thursday or Friday mornings to beat the crowds.



WESTMINSTER & COVENT GARDEN

London's historic centre of government and iconic landmarks



THE OTHER HOUSE COVENT GARDEN

LOCATED IN LONDON'S theatre district, the West End opening of The Other House is sure to be a hit. The lifestyle hospitality brand positions itself somewhere between private apartments and boutique hotel, with the Covent Garden outpost set to offer 146 dramatically designed rooms and Club Flats – the latter featuring kitchenettes to suit extended stays. A key draw is the private members' club, which will include lounges, a vitality pool, treatment rooms and a gym, and will also offer a vibrant calendar of social and cultural events.

'Monuments, from Big Ben to Westminster Abbey, are just around the corner'

HOTEL RIU PLAZA LONDON THE WESTMINSTER

FORMERLY A HILTON Curio Collection hotel, this 464-key property opened its doors at the beginning of the year under Spanish hospitality group RIU Hotels and Resorts' Riu Plaza brand. Interiors have been reimagined with the brand's vibrant modern styling – think chequerboard floors, floral feature walls and emerald accents in communal areas, while guest rooms sport a pared-back look. As for facilities, the hotel offers conference rooms, a 24-hour gym and a lobby bar, while the central Westminster location means London's major monuments – from Big Ben to Westminster Abbey – are just around the corner.



WALDORF ASTORIA LONDON ADMIRALTY ARCH



WALDORF ASTORIA IS making a grand UK debut, establishing itself inside one of the capital's most prestigious monuments. Commissioned in 1910 by King Edward VII in memory of his mother, Queen Victoria, the Grade I-listed Admiralty Arch will soon hold 100 luxury rooms and suites. F&B venues will be led by two esteemed names, with Clare Smyth of three-Michelin-starred restaurant Core heading up a fine-dining seafood restaurant and separate bar, while culinary maestro Daniel Boulud will bring Café Boulud back to the UK, showcasing elegant French flavours in a rooftop setting.

GOOD TO KNOW

- **The Houses of Parliament offer guided tours, but spots fill up fast; pre-book to secure a slot.**
- **Visit the Tate Britain's *Hurvin Anderson* exhibition from 26 March.**
- **Step back in time at the Churchill War Rooms museum.**

67

PALL MALL

67 Pall Mall is the world's first group of Private Members' Clubs founded by wine lovers, for wine lovers.



Our lists represent all corners of the wine world, encompassing rare vintages and sought-after producers. The emphasis is on discovery, with a packed events calendar featuring the world's most renowned winemakers.

The food is as carefully considered as the wine. Our chefs seek to offer Members a menu which complements the glass in hand, using honest produce, cooked brilliantly.

Our aim is to entice Members to pull the cork and discover a new wine, within an exceptional community of collectors, enthusiasts and professionals.

With Clubs located in London, Singapore and Verbier, and a bar residency in Hong Kong, Members across the globe benefit from an extensive wine offering, with up to 5,000 wines on the list and 1,000 available by the glass.

DISCOVER
MORE BELOW



MAYFAIR

Luxury shopping, elegant streets and historic grandeur



THE SHEPHERD MAYFAIR

FOOD AND DRINK will take centre stage at this forthcoming Mayfair hotel. Leading the offering will be Fayre – an all-day brasserie serving seasonal plates in a dramatic berry-toned setting, while The Lounge will offer artisan coffee, pastries and light bites, before transitioning into a bar. Most exciting of all will be the property's very own speakeasy bar. Inspired by the spirit of 1960s drinking rooms, Teddy's will be on the lower-ground floor, accessed via a discreet external door or hidden staircase. Each of the 82 rooms have been configured to suit the townhouse structure, with details such as desks that double as dressing tables and chess boards, plus window seats for Mayfair people-watching.



'Guests can look forward to 24-hour butler service'

CAMBRIDGE HOUSE, AUBERGE COLLECTION

ULTRA-LUXURY HOSPITALITY brand Auberge Collection is expanding into the UK, with a hotel between Green Park and Shepherd Market. Building on the legacy of its dazzling portfolio, the London venture will see the former In and Out Military Club at 94 Piccadilly Lane transformed into an exquisite 102-room property. Within its walls will soon be a double-level spa with not one, but two swimming pools, bathhouse and a gym, as well as a private club with nine members-only club rooms. As for food and drink, Auberge Collection has partnered with Major Food Group – the visionaries behind the New York (and now London) institution Carbone – to open a brasserie-style sister restaurant: Major's Grill.



ST. REGIS LONDON

MARRIOTT INTERNATIONAL IS replacing the Westbury Hotel on the corner of Conduit Steet and New Bond Street with a new St. Regis outpost. Following an extensive refurbishment, St. Regis London is set to open mid-year with 195 rooms and suites, including a lavish 400 sqm Penthouse Suite, signature St. Regis bar, spa, gym and restaurant. Guests can look forward to the quintessential 24-hour butler service, along with St. Regis' Midnight Supper ritual, whereby the hotel puts on late-night meals to refuel guests after a night of events and socialising. **BT**

GOOD TO KNOW

- Hire a boat on the Serpentine and explore Hyde Park by water.
- Head to Bond Street for some luxury retail therapy.
- Burlington Arcade promises a scenic shopping experience.

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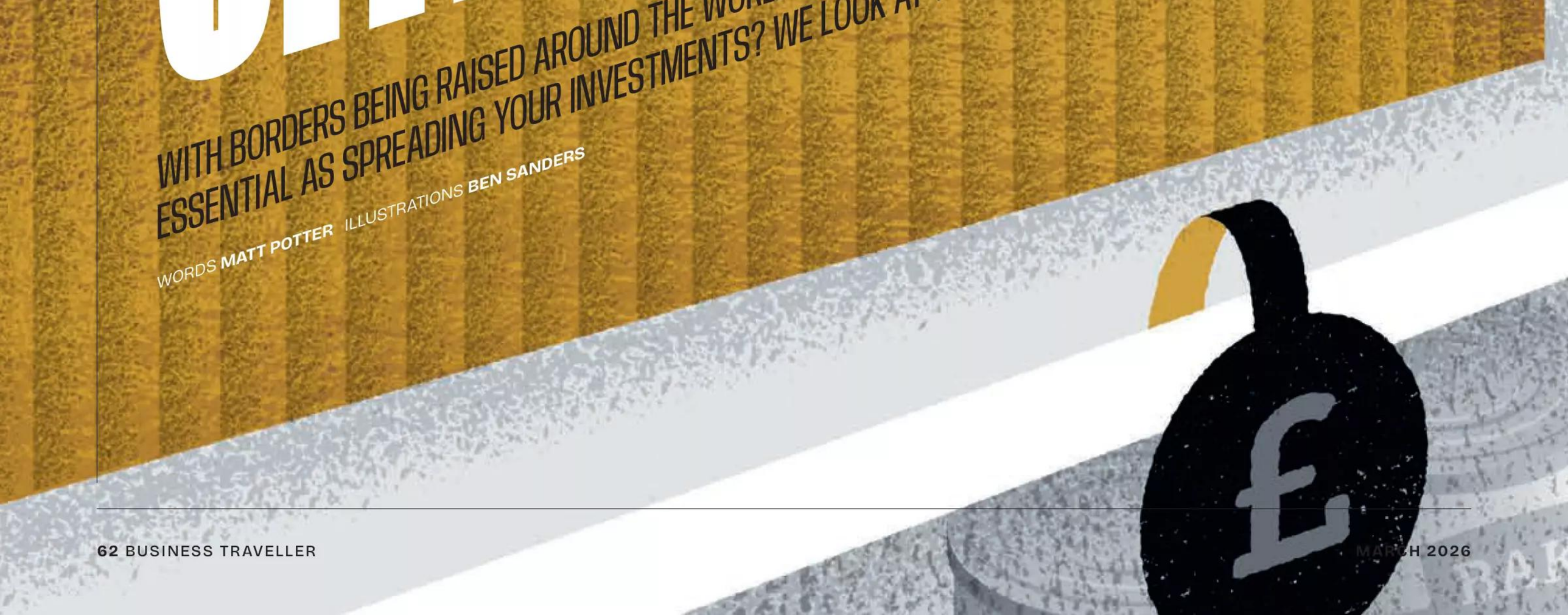
THE
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SHOPPING FOR CITIZENSHIP

WITH BORDERS BEING RAISED AROUND THE WORLD, IS HAVING A PORTFOLIO OF PASSPORTS AS ESSENTIAL AS SPREADING YOUR INVESTMENTS? WE LOOK AT THE RISE OF THE CITIZENSHIP INDUSTRY

WORDS **MATT POTTER** ILLUSTRATIONS **BEN SANDERS**




£
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GOLDEN
VISA
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Joanna Wilson wraps up the 9am meeting with her agency's London HQ. Thanking the team for their presentation, she makes a couple of amendments, closes her laptop and walks to the window of her air-conditioned office.

Dubai's palm trees wave languidly in the early afternoon sun, and the water glistens in the Marina. Walking into an elevator, she presses a single button. Upwards, to her apartment.

For high-net-worth individuals (HNWI) like Joanna, basing herself globally by holding a handful of passports and residencies has changed everything.

"It's brought me a feeling of balance," she says. "I run a company with offices in London, Dubai, the US, South Africa, Spain and Singapore. Clients from everywhere, all different currencies, geopolitical risk factors, and so on. That's always served me well. And it led to this sense of, 'My business has some insurance against any one of those places going wrong. But do I?'"

Last year, a record 142,000 millionaires relocated; that's predicted to rise to 165,000 in 2026. But while some relocate full-time, others divide their time between jurisdictions. Instead of business travellers, this is a generation of international citizens, each with two, three, four or more home countries.

BECOMING 'POLITICS-PROOF'

The decision to obtain new citizenships, passports and so on goes way beyond moving elsewhere. Dominic Volek is group head of private clients at Henley & Partners, one of the major players in the "investing in citizenship" sector. Stepping out from a business leaders' dinner in Taiwan, Volek stresses in his soft, Johannesburg-via-the-world accent, that many of those who invest in citizenship have no intention of relocating.

"When I introduce what we do, or when I talk about why high-worth individuals are interested in these options, I start by saying that it's not about relocation. And it's certainly not about tax. What it is about is diversification. Wealthy people know that to manage risk, you need to spread your investments. You wouldn't dream of putting all of your funds into one class of investment, or a single sector. So why make yourself beholden to a single location when you can hold a range of passports?"

"The main focus for most of the families we work with is optionality," he says. "An insurance policy: Plan B. And often, Plans C and D too. A range of statuses buys you peace of mind."

MORE OPTIONS, MORE FREEDOM

It's an industry that the lively Namibia-born, Cape Town-raised Londoner Micha Emmett has worked in for years. As CEO of CS Global Partners, whose painstakingly surveyed World Citizenship Report monitors worldwide trends, she takes a keen interest in the geopolitical changes driving her sector.

For our chat, she mutes TV coverage from the World Economic Forum in Davos. President Zelenskyy has just finished his address, amid furore caused by US President Donald Trump's push to annexe Greenland from fellow NATO





member Denmark. Canadian Prime Minister Mark Carney's speech spoke of the fraying of the post-World War II alliances. "Let me be direct," said the former Bank of England governor. "We are in the midst of a rupture, not a transition."

It's a point not lost on Emmett, who argues for a reframe of the very idea of acquiring citizenship. "I don't provide a service of citizenship, immigration or passport," she says. "I provide a service of freedom; and helping people find that freedom."

She reels off a list of seismic changes over the past 15 years – from the Arab Spring crackdowns to Donald Trump's election victories, Russia invading Ukraine to Brexit – when people watched their freedoms and rights shrink in an instant. Emmett points out that it is exactly this unpredictability that she works to mitigate for people; that her sector isn't some shadowy secret channel to get around state integrity, but a necessary equaliser in a world where things can suddenly feel horribly stacked.

A DEMOCRATISING SECTOR

Emmett has seen a shift in the image of her sector over the past decade, too. Ten or 15 years ago, people finding out about her job might have rolled their eyes and muttered something about billionaires, tax exiles and old-school-tie networks. The average client today is very different.

"That's really important," she says. "Our World Citizenship Report looks through five motivating lenses: lifestyle, financial freedom, economic opportunity, safety and global recognition.

"Since Covid-19, people are reassessing their priorities; plus, a lot of people are not on-site full-time, but are freelancing and consultants."

Emmett says the impact of that has been a change in citizenship investment being seen as just for the ultra-wealthy.

"We've changed the data on that index from purely HNWI to mass affluent. We work with a lot of young British families going to Thailand, for example," she says. "Dubai's quite expensive, and some people don't like it. A growing number of millennials and Gen Zs with younger families are starting to ask where else they could be setting up."

A MIRROR OF THE TIMES

So is the citizenship sector a bellwether for global instability? Could its charts of activity represent a kind of Economist Big Mac Index, only for perception of personal security, socio-economic confidence and country branding, instead of currency?

"You'll understand this, as a British citizen," smiles Emmett. "People in the West are starting to realise that having a change of status overnight is a possibility. I see a lot of people whose passports were previously their key to the world, and now they are looking for alternatives."

"Look at the US. I had a whole number of enquiries and clients come onboard last year because of the change in the

'You wouldn't dream of putting all your funds into one investment. So why make yourself beholden to a single location when you can hold a range of passports?'



‘Perhaps the story of the decades to come will be about the flow of people’

→ presidency. I say that quite cautiously, because we need to operate from a place of integrity, but it’s quite frightening the conversations that I’m having.”

“The US is one of our biggest markets for outbound interest currently,” agrees Dominic Volek. “Over the past two to three years, we’ve gone from zero to nine offices there. It’s not necessarily that Americans are leaving; but they’re applying and participating in residency and citizenship programmes elsewhere in order to have that option if need be. A typical large, high-net-worth American family might now have residence in Costa Rica, citizenship in Europe, a golden visa in the UAE, and permanent residence in New Zealand. Then they can move as and when circumstances dictate.”

Emmett mentions one household name in US investment banking to whom she first spoke 20 years ago. “He said, ‘Micha, it is the worst decision to have a single citizenship. If you’re going to diversify, the first thing you do is diversify your citizenship.’ And that was 20 years ago. At that point, I’d speak to people with US or British passports and they’d be like, ‘Why are you doing this? I don’t get it.’ Now everything has changed. It doesn’t matter who you are, you cannot take the risk of being single-citizenship or single-residence.”

A BOOMING SECTOR

With the range of citizenships and passports now on offer, it can feel like looking at property gazettes – complete with highly desirable neighbourhoods, cities with a particular character, or must-have addresses.

Here too, there are up-and-coming locations, and some whose appeal is waning. In 2025, the UAE, Canada, Portugal, Singapore, Switzerland and Greece led the pack, while the US – traditionally a magnet for inbound applicants – is now seeing citizenship flight.

Citizenship criteria also tell the story of the applicants each country seeks. A permanent residency in Thailand will typically set you back around £25,000 – putting it in the ‘realistic aspiration’ bracket for those young British families. Dubai, meanwhile, offers a ‘path to citizenship’ for around half a million, though merit points and discounts are applied for applicants in desirable professions, such as doctors, scientists or reputed artists.

The US ‘Golden Visa’ has a headline cost of US$1 million, in addition to a non-refundable $15,000 application fee, a $100,000 transfer fee, and around $20,000 per year in ‘visa maintenance’ fees. While US citizens are applying in unprecedented numbers for visas elsewhere, it remains popular as a place for applications; now particularly among wealthy individuals from India, China and Vietnam, drawn by the allure of economies like California.

FIRST STEPS

Emmett says anyone can apply, but points out that application procedures are subject to rigorous admin and checks – as well as fees.

“When a client comes onboard, we do a thorough Know Your Customer check. We have a due diligence platform, and if anything is triggered, we’ll speak to the potential client. If we can’t get the answers we need, we do more digging. I will not work with someone who doesn’t meet our standards or values. We’re very particular, and we turn clients away.”

In addition to these checks, different countries have different criteria. Some run their own additional checks – charging the applicant a fee for this, of course – and may even go as far as engaging investigative teams out on the ground, as well as analysing acquaintanceship graphs, social media and online historical footprints, credit, employment histories and so on.

If the history of the 20th century was shaped by the way money flowed around the world, and the early 21st was shaped by information flows, perhaps the story of the decades to come will be about the flow of people. Hyper-globalisation may be in retreat. But rather than a new age of walls, perhaps we’re witnessing the dawn of an age of semi-permeable barriers; a world of fences and gateways, designed to select and filter, rather than block and barricade.

And if that’s the case, there will be no shortage of demand for people – like Emmett and Volek – who can negotiate access. **BT**

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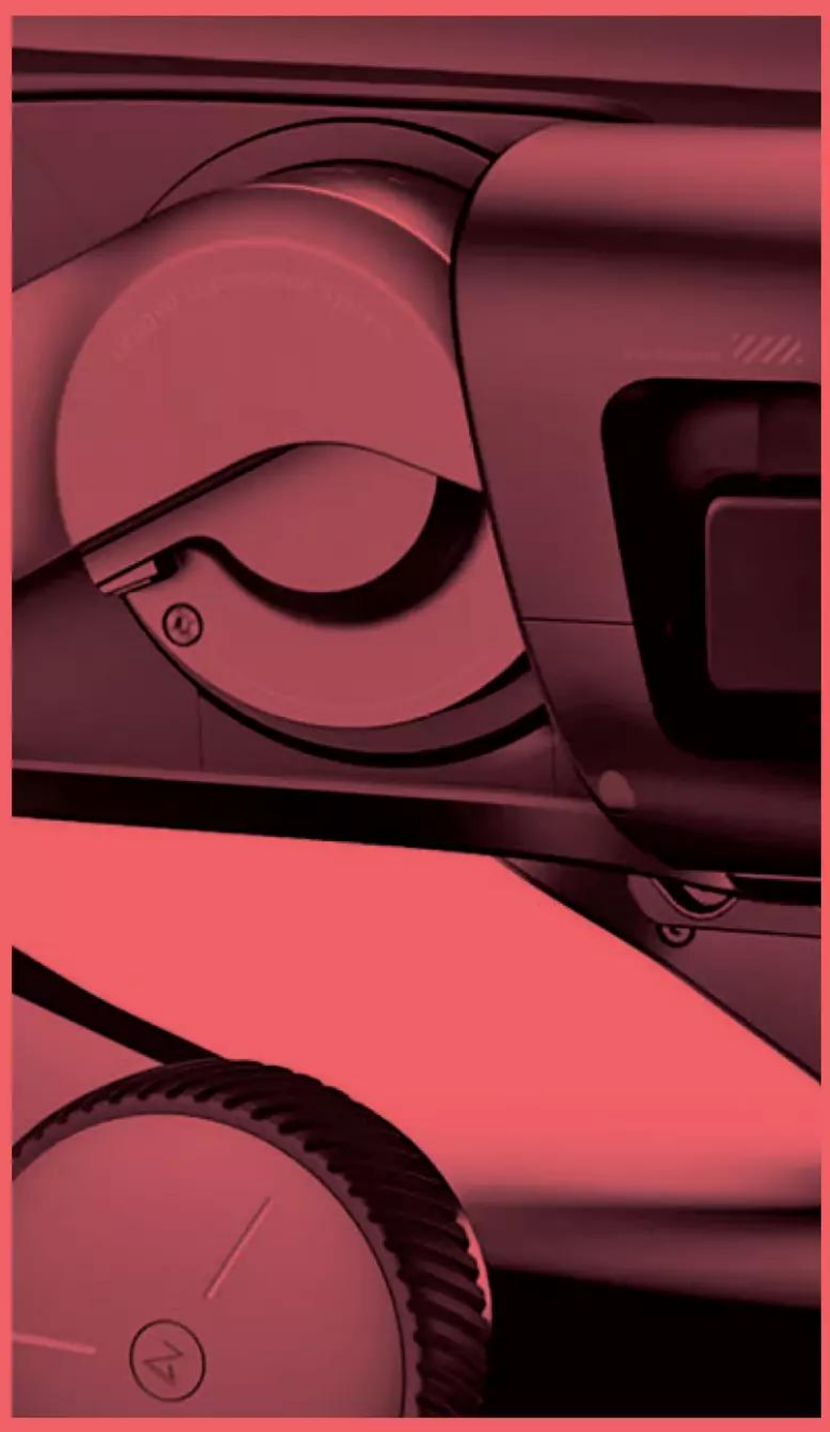
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ANANTARA.COM

THE BEST TECH INNOVATIONS FROM CES 2026

WORDS
DAVID PHELAN

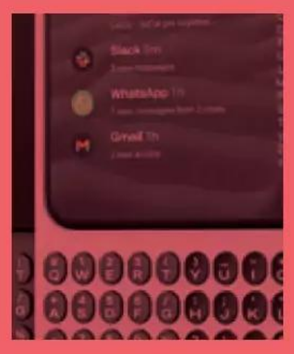
FROM SMART GLASSES TO DISCREET RECORDING DEVICES, THE ANNUAL CONSUMER ELECTRONICS SHOW IN LAS VEGAS SHOWCASES GADGETS THAT ARE WEIRD AND WONDERFUL



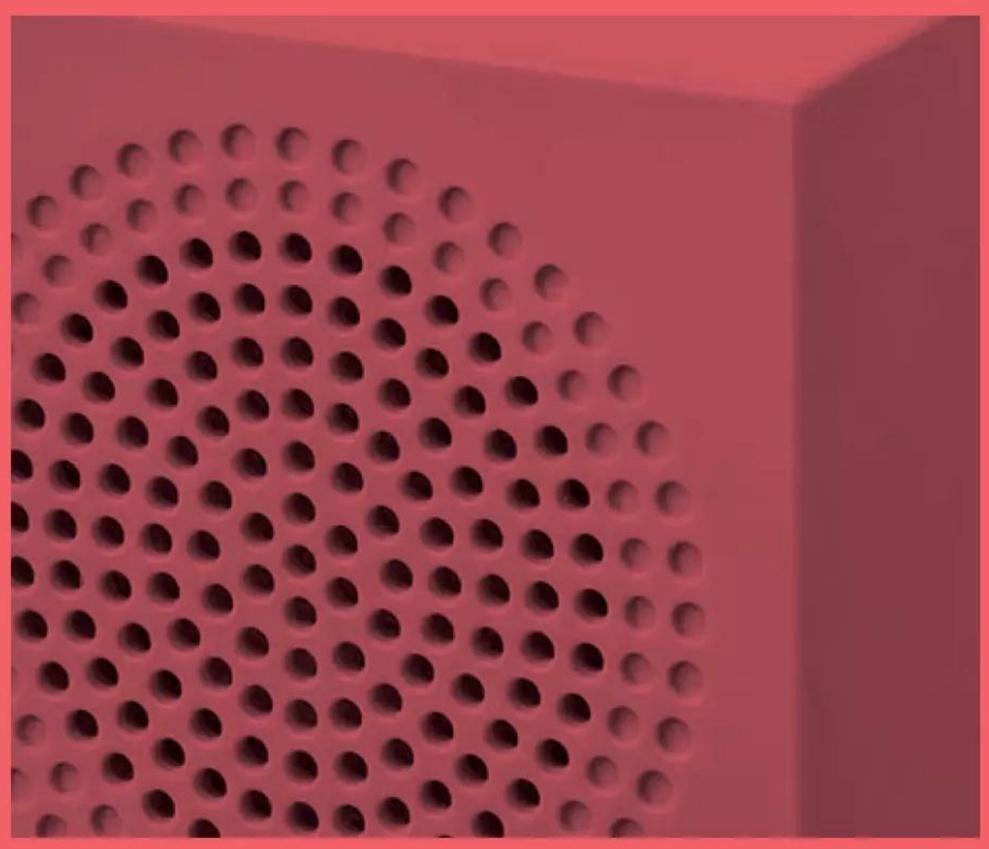














PEOPLE FLOCK

to Las Vegas all year round to gamble, dine at expensive restaurants, see shows and marvel at hotels shaped like pyramids.

But for one week in January, the city is taken over by electronics companies, car manufacturers and massive TVs for the International CES trade show.

According to the hosts of the show, the CTA, the 2026 edition saw over 4,000 exhibitors across 2.6 million square feet, plus 148,000 attendees – myself included. Here are ten of the most interesting reveals from this year's high-intensity week in the desert.





1



PLAUD NOTEPIN S

If it's your job to take the minutes of a meeting, you'll know that transcribing audio is a bore. California-based Plaud has a series of devices which do the job for you and the latest is the NotePin S, a tiny gadget that attaches to your clothes, wrist or bag with the supplied magnetic accessories. The new model has a button that you press firmly to start recording, and a tiny red light tells you it's working. After the meeting, interview or lecture is over, the audio is examined in the cloud and within minutes you have a decent transcription, summary or even the most important talking points, thanks to AI analysis.
£159 from ***uk.plaud.ai***



Seattle Ultrasonics C-200 Ultrasonic Chef's Knife

CES can work electronics into everything: this new chef's knife was the talk of the show. It has an eight-inch Japanese steel blade and is a hefty but handsome tool. Its secret is that when you press the orange button on the underside of the handle, it vibrates 30,000 times a second, which enables it to cut through food as though it was butter. The vibration is tiny, less than the width of a grain of salt, and you don't feel it when you're using the knife.
£290 from ***seattle ultrasonics.com***

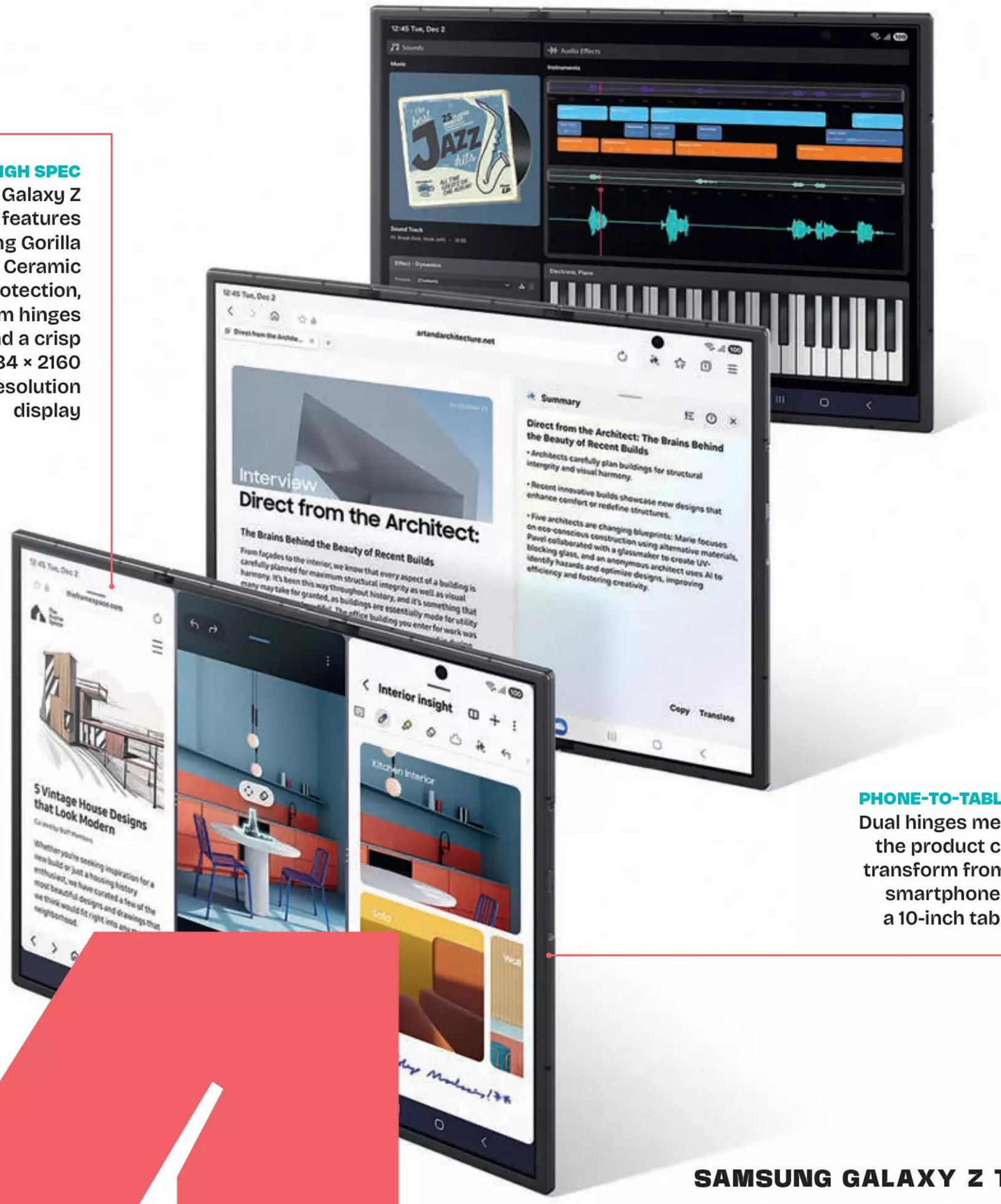
2



3: IKEA KALLSUP PORTABLE SPEAKER

This year marked IKEA's first time exhibiting at CES. For its debut, the Swedish company brought a new portable speaker in the form of a cube in red, grey and green options – the size of a coffee mug. While individually they don't have enough oomph to fill a room, you can pair the speakers together by Bluetooth. In fact, you can pair up to 100 of them together, if you'd like. And if you think that would cost you a fortune, the Kallsup is only due to cost €5 in Europe when it launches in April, so a UK price of £5 is on the cards. *ikea.com*

HIGH SPEC
The Galaxy Z Trifold features Corning Gorilla Glass Ceramic 2 protection, titanium hinges and a crisp 1584 × 2160 high-resolution display



PHONE-TO-TABLET
Dual hinges mean the product can transform from a smartphone to a 10-inch tablet

4

SAMSUNG GALAXY Z TRIFOLD

Folding phones have been around for a few years now, but CES was the first time Samsung's latest was seen outside Asia. The Galaxy Z TriFold unfolds not once but twice, turning from a phone with a 6.5-inch screen (though a rather chunky profile while it's folded) into a slim device with an extended screen that's fully tablet-sized at 10 inches. It's highly versatile, with a clever design that means if you try to fold it the wrong way an alert sounds. It's already on sale in Samsung's home country of Korea – well, it was until it sold out quickly. There's no UK price or release date, but it'll surely be a lot more than the Galaxy Z Fold7, which only folds once, and costs from £1,800.
samsung.com



BEST FOR
SUPERSIZED SCREENS

5: LENOVO LEGION PRO ROLLABLE LAPTOP

This is a concept, but when it's from a dependable brand like Lenovo you know there's a good chance it'll become real. It's a laptop with a 16-inch OLED display but when you open it, the screen can expand further – right up to 24 inches in a super-widescreen effect. Initially designed for gamers, it will be useful for anyone who finds their laptop more than sizeable but their screen never quite big enough... which may be all of us. *lenovo.com*

6



CLICKS COMMUNICATOR

During the ascendancy of the BlackBerry, we learnt to type like crazy on tiny QWERTY keyboards. BlackBerry is not coming back, but UK firm Clicks Technology has alternatives. You can already buy clip-on keyboard cases for several phones, but the company now offers a mobile "communicator", with keys 30% bigger than on the Clicks cases. It's a small Android phone with a four-inch display but it is designed to work as a companion device focusing on tapping messages on WhatsApp and Slack among other apps. $399 from ***clicksphone.com***

KEEP IT QUIET
Shokz have added noise reduction technology to open earphones



7

Shokz OpenFit Pro Earbuds

Open headphones let you stay in touch with your surroundings, reduce ear fatigue and avoid pressure on your ear canal. But their open nature means they're not great for noise cancelling. The new Shokz, however, provide noise reduction with Dolby Atmos. They sit on the outside of the ear and are held in place by an over-ear hook. Designed for moderately noisy spots such as gyms, cafés and offices, block out some of the clamour at the touch of a button. £219 from ***uk.shokz.com***

IMAGES COURTESY OF PLAUD; SEATTLE ULTRASONICS; IKEA; SAMSUNG;LENOVO; CLICKS; SHOKZ; ROBOROCK; EVENREALITIES



ROBOROCK SAROS ROVER

Robot vacuum cleaners have always had one big issue: stairs. The Saros Rover has two legs with wheels that can raise and lower individually, allowing it to ascend and descend steps. What's more, it can vacuum the stairs on the climb and can even make small jumps (rather pointless aside from the fun sight of the manoeuvre). So far, there's only a prototype, but Roborock is emphatic that it's a real product in development.
roborock.com

Even Realities G2 smart glasses

Smart glasses are beginning to look good and offer real innovation. This new model appears to be a pair of regular specs until you tip your head to activate the virtual screen that seems to float in front of you, but is invisible to anyone else. It's a green display that can show a map for directions or a teleprompter with your keynote script as you're delivering it. New features can show contextual information while you're having a conversation, and an optional smart ring can control what the display shows.
£599 from ***evenrealities.com***

9

8



SEE INTO THE FUTURE
Smart glasses are starting to go mainstream

10: SAMSUNG MICRO RGB TV

Micro RGB is a new TV technology using tiny LEDs, less than 100 microns in size. Each LED is a single colour – red, green or blue – meaning that Micro RGB delivers both astonishing picture detail and accurate colour. It's brighter than OLED, though it doesn't quite match it for contrast. Right now, pricing is high, especially if you opt for the awesome room-filling 130-inch model. Choose between one that hangs on the wall or a version in an easel-shaped frame, containing powerful speakers. No prices were given but the 115-inch version currently costs north of £24,000. Happily, Samsung is also releasing models in more manageable sizes, right down to 55 inches. *samsung.com* BT



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FLIGHT REVIEW
Delta One Suite, Salt Lake City-Seoul

LOUNGE REVIEW
Centurion Lounge Tokyo Haneda

HOTEL REVIEW
The Edinburgh Grand, A Luxury Collection Hotel

HOTEL REVIEW
Raffles Sentosa Singapore

Expert takes on this month's essential places and products

Tried & Tested

DINE

Flair in Mayfair

Bonheur by Matt Abé impresses our palate

READ THE REVIEW ON PAGE 81

IMAGES JODI HINDS

SALT LAKE CITY - SEOUL

Delta One Suite A350-900

Delta reinstates its Asia service with a supremely satisfying flight

Background

Delta has reinstated an Asia service from Salt Lake City after a 14-year hiatus, linking Utah's growing global hub with Seoul Incheon aboard the Airbus A350-900. The high-density configuration operates as part of Delta's transpacific joint venture with Korean Air, allowing seamless onward connectivity across Asia through Incheon.

My journey began at Boston Logan with an early morning Delta One check-in before connecting through Salt Lake City. The terminal has an expansive Sky Club, and a second lounge opened in October. A Delta One lounge is also in development.

Boarding

Boarding started 50 minutes before departure, organised into two lines: one for business class and Sky Priority passengers, and another for general boarding. Facial recognition expedited the process.

At the aircraft door, I was welcomed by Delta's characteristically warm crew and directed to the aft mini cabin of the Delta One Suites. This flight was operated by the airline's Centennial livery, adding a celebratory touch to the journey.

The cabin

Delta's A350 features 40 VantageXL suites in a staggered 1-2-1 layout, offering direct aisle access. Thirty-two suites occupy the forward cabin between doors L1 and L2, with an additional eight in a smaller, more private mini cabin situated ahead of Premium Select.

My 10A window suite was one of the coveted "true window" seats – tucked beside the fuselage for maximum privacy. The 20.5-inch-wide seat converts into a fully flat 76-inch bed and includes a sliding door, ensuring a cocoon-like level of seclusion.

Overhead bins are provided only above the window rows, leaving the centre section open and spacious. A small cubby under the side console offers extra storage.

Amenities included a Missoni-branded amenity kit, slippers, Delta-branded headphones and a bottle of water. Bedding was also by Missoni: a soft duvet, mattress pad and large pillow, plus a smaller throw pillow. A handwritten welcome note from the purser awaited at my seat – a refined touch consistent with Delta's premium ethos.



WORDS
JAMES HE



IMAGES **CHARLIE FURUSHO**

Pre-departure beverages of prosecco or orange juice followed, and printed menus were distributed before pushback. The cabin was full, highlighting strong demand for Delta's new transpacific link.

The two business class bathrooms, shared among 40 passengers, featured Grown Alchemist hand soap and lotion. While the bathroom was generally tidy, a light film of dust on the walls hinted at minor upkeep lapses – an observation that's becoming common across US carriers as they optimise for denser premium layouts.

Food and drink

Service began 30 minutes after take-off with hot towels, followed by drinks and warm nuts on linen-covered tray tables. I had pre-ordered chef Peter Cho's Korean set menu: a limited-availability option loaded in small quantities.

The multi-course meal arrived on a single tray, with metal chopsticks and a soup spoon plus standard cutlery. It began with a beef and vegetable soup, mildly seasoned yet featuring tender cuts and glass noodles. A poached prawn appetiser with spicy mayo followed.

The main course consisted of seared beef and bell pepper rolls atop buttered rice, accompanied by sautéed courgette. The standout, however, was the *banchan* trio: napa cabbage kimchi, chili-marinated bean sprouts and citrus-marinated cucumber. Together, they elevated the dish with freshness and tang, balancing spice and umami perfectly.

Dessert choices included opera cake, fruit and cheese or a customisable ice cream sundae – a Delta One favourite. I sampled all three. The opera cake offered a coffee-chocolate contrast, while the sundae, adorned with cherry compote, fudge, whipped cream and Biscoff crumbles, was an indulgent finale. The full service concluded within an hour.

A light meal was served 90 minutes before landing, with three entrée options. Seated in the aft cabin, I missed out on the popular French toast, so I opted for the glazed beef and pork patties on rice. The mushrooms were overly salty, but the crunchy cabbage kimchi provided a sharp, satisfying balance. A fresh fruit bowl rounded off the meal.

A snack basket, bottled water and instant noodles were available throughout the flight in both Delta One galleys.





CLOCKWISE FROM OPPOSITE Delta One Suite on the Airbus A350; full-flat bed with sliding door; chef Peter Cho's Korean menu; Centennial livery

'The suites deliver true privacy and comfort, highlighted by Missoni bedding and a handwritten welcome note'

The flight

After the meal, the purser requested that passengers lower their window shades as cabin lights dimmed. I appreciated the individual air nozzles, allowing for better temperature control – a feature often missing on newer aircraft.

I managed a three-hour nap, aided by the excellent Missoni bedding, and the seat's firmness was well-balanced.

Unfortunately, the wifi malfunctioned despite a reboot attempt. The IFE system made up for it with a vast catalogue of new releases and crisp, HD touchscreen.

Arrival

We touched down in Seoul 23 minutes early, deplaning through both doors. Ground staff smoothly directed passengers.

The Korean Air transfer desk promptly issued my onward boarding pass, and transit security took mere minutes – a reflection of Incheon's excellent operational design.

BEST FOR

Travellers who appreciate Delta's signature hospitality wrapped in a door-equipped suite – perfect for business flyers chasing both productivity and privacy on transpacific journeys.

VERDICT

Delta's A350-900 Delta One Suites remain among the top US business class products, combining privacy doors, Missoni bedding and excellent dining. Despite wifi issues, this was an otherwise polished journey – with attentive Salt Lake City-based crew and consistent service reinforcing Delta's premium edge.

FACTS

FLIGHT DURATION: 12 hours 30 mins
SEAT WIDTH: 20.5in
BED LENGTH: 76in
PRICE Return Salt Lake City to Seoul starts from US$8,500; ***delta.com***



WORDS
JAMES HE

Centurion Lounge Tokyo Haneda

Amex's new lounge highlights Japanese refinement

AMERICAN EXPRESS RECENTLY opened its 30th Centurion Lounge worldwide – and its fourth in Asia – inside Tokyo Haneda. The new outpost introduces Amex's signature blend of premium amenities, local cultural elements and thoughtful design to one of Japan's busiest international gateways. At 700 sqm, the lounge balances function and tranquillity, giving card members a refined space to unwind before long-haul flights.

What's it like?

The lounge sits in Terminal 3, near Gate 114, within the airport's fourth-floor lounge complex. Its elevated position offers sweeping views of Haneda's busy tarmac. The natural light that filters through complements the lounge's calm design.

Inside, the design draws heavily on Japanese aesthetics, incorporating *aizome*, a Japanese blue-dyeing technique, along with natural woods and stone textures to create an understated yet warm environment.

Seating for approximately 120 guests is distributed across booths, high-top counters and quieter corners for solo travellers.

Staff are attentive, not only in keeping the space immaculate but also in helping direct guests to available seats, a small but useful touch during busier moments.

Facilities

Several spaces stand out within the lounge. A private VIP room is reserved for Centurion cardholders, while a family room accommodates smaller groups. Two meditation rooms provide quiet, enclosed spaces where travellers can customise lighting and soundscapes. Subtle details such as Amex's signature fragrance and a curated display of Japanese art contribute to the overall sense of calm and cultural identity.

Practical needs have not been overlooked. The lounge includes two shower suites, one of which is fully accessible for travellers with disabilities. Bathrooms feature baby-changing stations and the layout ensures that families, solo travellers and business flyers all find suitable space.

High-speed wifi and abundant power outlets ensure the lounge is functional, while thoughtful touches, such as the presentation of Japanese *wagashi* sweets and Amex-branded cookies, round out the experience and reinforce the sense of place.

Food and drink

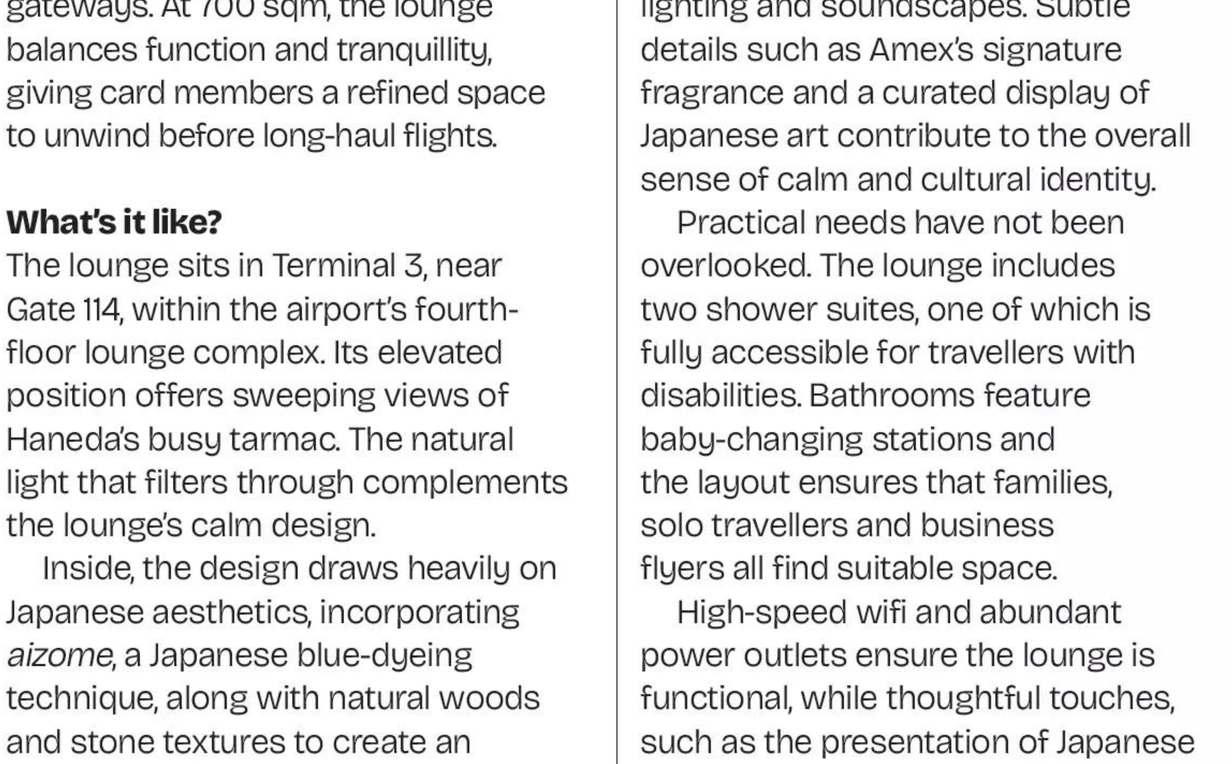
Dining is one of the lounge's defining features. The buffet offers a broad mix of Japanese and Western selections, but what elevates the experience are the two live cooking stations. In the morning, chefs prepare handmade *onigiri* (rice balls) and fresh egg dishes to order. Later in the day, the stations switch to sushi and ramen, giving departing travellers one last taste of Japan before heading abroad.

The variety and freshness of the food place it a step above the typical lounge buffet. Arriving early in the morning, I had the chance to taste beef and salmon *onigiri* and a cheese omelette – all delicately flavoured and immensely enjoyable.

Behind the dining room lies the bar, which reflects similar attention to detail. The drinks menu highlights Japanese whisky, sake and shochu, balanced by a curated range of wines and local beers. Two bartenders are on hand to mix cocktails, pour craft brews or even prepare a traditional bowl of matcha.

Access

Entry to the lounge is restricted to Centurion, Platinum and Business Platinum cardholders. Delta Reserve and Business Reserve cardholders can gain access when flying on a Delta-operated flight. The lounge maintains daily hours from 0800-2200.





FROM TOP: Small bites; the lounge features delightful Japanese art

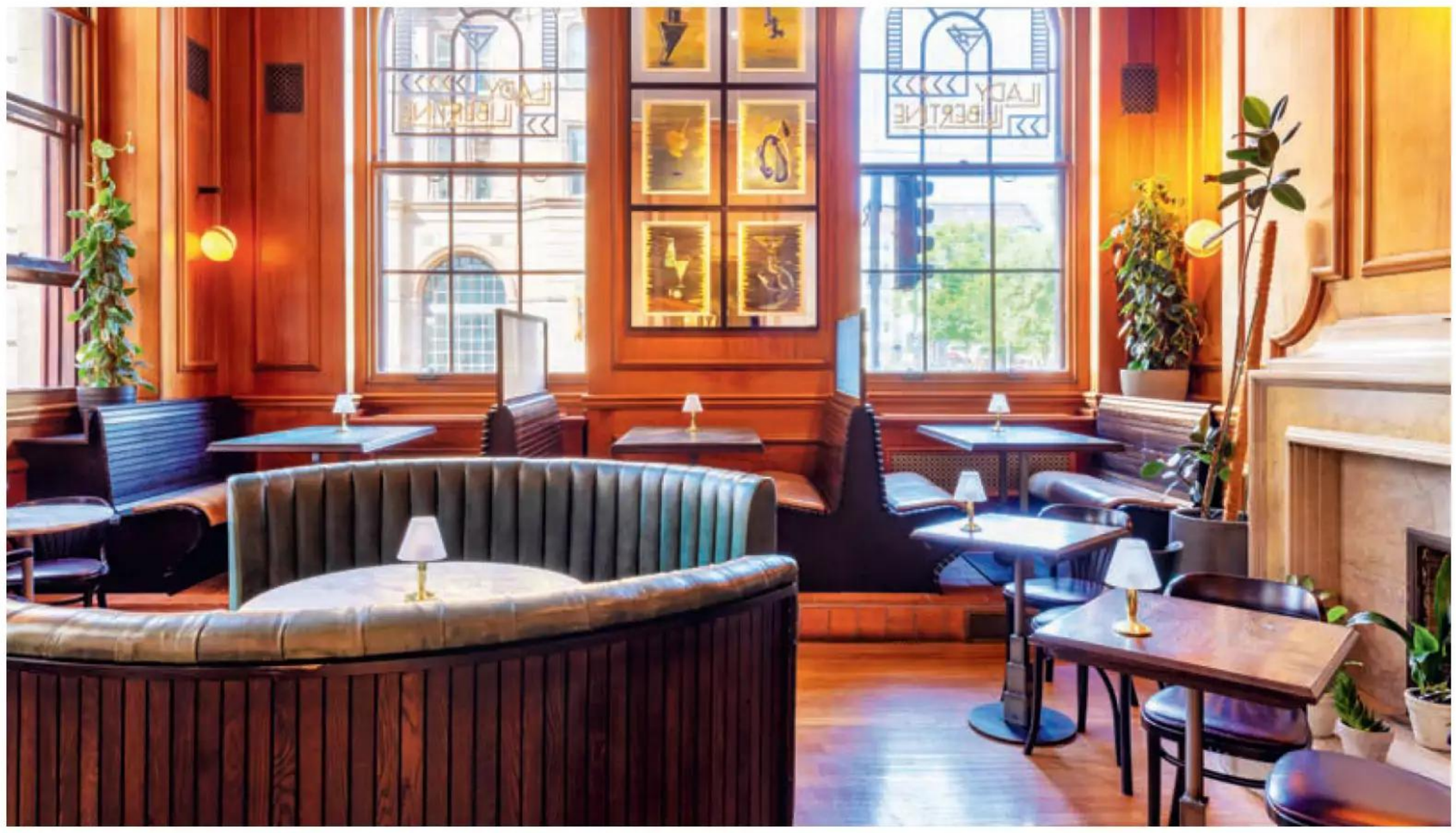
VERDICT

Amex nails the formula in Tokyo, blending its signature lounge perks with Japanese touches such as indigo design and matcha. Crowds swell shortly before Delta's US flights, but outside those hours this remains a rare pocket of calm amid Haneda's chaos.
americanexpress.com

BEST FOR

Power-flyers closing deals, food lovers chasing one last ramen fix and road-weary travellers craving cocktails and calm.

WORDS
TAMSIN COCKS



The Edinburgh Grand, a Luxury Collection Hotel, Edinburgh

Marriott's new opening offers cosy comfort in the heart of the Scottish capital

What's it like?
Edinburgh is jostling with stately buildings, but even so, the facade of Marriott's newly acquired luxury hotel stands out – once the National Bank of Scotland.

Perched gracefully on St Andrew's Square in Edinburgh's UNESCO-listed New Town, the entrance is just minutes from Princes Street and the Royal Mile.

Reception staff and a burly, kilted doorman gave a warm welcome and an excellent recommendation to take a scenic walk along the Water of Leith up to Stockbridge.

Rooms
Before joining Marriott, the property belonged to the Cheval Collection of luxury serviced apartments – and that legacy remains. Our entry-level 33 sqm Studio had a dedicated lounge area (featuring a comfy mustard sofa and coffee table) and extensive kitchen facilities – everything from a dishwasher, washing machine and oven to a cheese grater.

A comfortable king-size bed is framed by a dramatic forest-green velvet headboard, while scatter cushions evoke the Scottish countryside.

The open-plan bathroom was impressively large, with a walk-in shower and lovely amenities from Napiers Edinburgh – I'll be buying the Herbstrong Shampoo Tonic with organic rosemary back at home. A heated towel rail with a 15-minute booster switch and Dyson hairdryer were appreciated – though there were no plug sockets near a mirror.

All of this was packed into a modest space without feeling cramped. By the laws of physics, however, some concessions had to be made. These came in the form of storage space. There was



open hanging space, a few shelves, and no drawers.

It's worth noting that the lovely wood-panelled Family and Junior Suites aren't drastically more expensive.

Facilities
The Hawksmoor steakhouse is the hotel's premium dining venue, while the revamped Lady Libertine leans towards casual bar food. Staff whizzed around with big smiles, tending the small restaurant and a buzzier cocktail bar below. We loved the padron peppers and chorizo, while the pork belly with slaw and walnuts was an elevated combo.

The fourth floor is home to the Register Club – a wood-panelled space with windows overlooking the rooftops. It felt like relaxing in a friend's living room – one guest even turned up in his bathrobe. An à la carte breakfast is served here, and celebrates Scottish cuisine with haggis, tattie scones and black pudding.

The property also has a 24-hour fitness centre, and a spa is in the works.

TARTAN CHECK-IN
Rooms offer comfortable interiors and excellent facilities

VERDICT

This is a handsome heritage address with more home comforts than your typical hotel room. A great base to explore Edinburgh.

BEST FOR

Longer stays with extensive in-room facilities

DON'T MISS

Keep an ear out for the tinkling cart of the Wandering Bartender between 5-6pm. Exquisite negronis were poured over large ice cubes, right at our door.

PRICE
Rates start from £280.

CONTACT
42 St Andrew Square, Edinburgh, EH2 2AD; +44 131 230 0570; *marriott.com*

IMAGES **COURTESY OF MARRIOTT; TAMSIN COCKS**

WORDS
MICHAEL KEATING



Raffles Sentosa Singapore

Singapore's first all-villa resort is one of Asia's most exciting new luxury retreats

What's it like?
Raffles Sentosa is a beautiful paradox: an island retreat that lets you step away from the city without actually leaving it – the CBD is just a 15-minute drive away.

Designed by Yabu Pushelberg, Raffles Sentosa blends sculptural architecture with lush gardens and water features. Floor-to-ceiling glass windows draw the landscape into the rooms, where natural materials and a serene palette emphasise openness and tranquillity. The effect is effortlessly tropical-modern – calm, with just enough architectural swagger to remind you that you're somewhere expensive.

While completely different from the original property, the atmosphere remains unmistakably Raffles. Gracious, anticipatory service is delivered with precision, but without fuss and formality. Peacocks wander the grounds as if they own the place, while winding pathways snake through frangipani-scented gardens.

Rooms
With just 62 villas, the emphasis is on privacy and personal space. Even the smallest villa (if you can call 200+ sqm "small") offers a private pool, a terrace with sundeck and a walled garden. Essentially, it's your own high-ceilinged, detached residence.

The Raffles Butler service is a highlight – thoughtful, discreet, occasionally psychic. They can arrange almost anything, from private omakase dinners to Rolls-Royce golf carts.

Facilities
The resort's dining portfolio is well curated. The Empire Grill, the main restaurant, serves modern Italian cuisine, with poolside tables.

FROM TOP: One-bedroom villas feature private pools; the Empire Grill



Breakfast, lunch and dinner are all covered; mornings see the arrival of a tableside fresh fruit, juice and Bloody Mary trolley. Royal China, by contrast, offers an elegant take on Cantonese cuisine. If the characters from *Crazy Rich Asians* were real, they'd dine here.

For something more intimate, Iyasaka by Hashida seats just 12 guests for an omakase journey.

The Chairman's Room is the resort's speakeasy, ideal for a nightcap. Order the Sentosa Sling – a less sweet riff on the original, made with upcycled watermelon skin.

The fitness centre and spa sit in a handsome heritage building and make sure you forget what day it is. There's access to Sentosa Golf Club and a pedestrian path down to Tanjong Beach. However, you'll be wondering why you ever left your villa.

A ballroom and adjoining garden terrace can accommodate up to 600 guests, with the lush landscaping providing a suitably cinematic backdrop for events ranging from executive conferences to weddings.

VERDICT

Raffles Sentosa is a confident, contemporary reimagining of the brand – one that prizes space, tranquillity and tactful service over spectacle.

BEST FOR

Combining business with wellness. Fair warning: your partner will want to tag along.

DON'T MISS

A guided Tai Chi session by the spa waterfall.

PRICE
From SGD1,600 (£925) per villa per night, including daily breakfast for two and a welcome Sentosa Sling.

CONTACT
4 Bukit Manis Rd, Sentosa, Singapore 099947; +65 6032 4688; *raffles.com/sentosa*

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WORDS
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Bonheur by Matt Abé, London

The Mayfair restaurant is rapidly becoming a new fine dining hotspot – securing two Michelin stars within three months of opening

What's it like?

It's no easy feat opening a restaurant within the site of an acclaimed predecessor – the Michelin-starred Le Gavroche. Matt Abé, best known for his position as chef patron at Restaurant Gordon Ramsay, has risen to the challenge for his solo venture.

Set on Upper Brook Street in a Georgian townhouse, formerly dark and traditional interiors have been swapped for soothing warm peach and ochre colour schemes.

Flowing curved lines pair well with scalloped napkins, rounded furnishings and movement-heavy abstract artworks by Rajan Seth.

Earthy accents pay homage to Abé's Australian heritage – dried flowers intertwine with herbs to form larger-scale textured wall art.

Fine dining hallmarks include a sumptuous stool for your purse and plush velvet seats for yourself – but the soundtrack featuring songs by Adele, Sting and Coldplay is a departure from what you might expect. For some, it might feel at odds with fine dining. For us – two millennial women – it made the experience feel more laidback and accessible.

Food and drink

Bonheur offers two tasting menus, the five-course Journey and seven-course Dream – both different but each featuring appetisers, Milk Bread and petits fours.

For those pressed for time, Bonheur offers an à la carte option – combining finesse with flexibility.

The team use ingredients from the British Isles – monkfish from the Cornish shores and 125-day-aged Cumbrian Blue Grey sirloin from Lake District Farmers.

Abé greets guests at the appetisers stage, describing each snack and telling us there's no order to follow – just what calls to you first. I darted for the Bluefin tuna tartlet, a delicate buckwheat shell with a kick of ginger.

The bite-sized delight served as an introduction to Abé's pastry prowess, which subsequently shone through with the show-stopping Quiche Lorraine. Encased in a shortcrust pastry with just the right amount of crumble, the French classic has been reimagined for fine dining. Layers of baby leeks and Gruyère cheese remain perfectly intact, while dots of black garlic and a Vin Jaune sauce add depth (for dietary reasons, ours arrived sans smoked ham). No basic café quiche will ever match up.

A further highlight: nori-brushed turbot with lobster, celeriac and hollandaise.

I couldn't tell you all the components of the indulgent 'Toasted Grains' finale, but the mysterious ingredients come together to create an utter dream of a dessert – textured with a wafer and nutty crunch, balanced by smooth caramel, and punchy with Macallan whisky.

Service

Seamless – our glasses were refilled instinctively, plates whisked away instantly and staff alert to any dropped napkin. There was no risk of crumbs, with every morsel of pastry devoured.

Sommelier Eric Zwiebel ensures you feel suitably merry – living up to the 'bonheur' name.

If you're entertaining clients, book the six-seat Petit Bonheur chef's table.



FROM TOP: Russell Sage Studio's interiors have an organic feel; the Bluefin tuna tartlet appetiser



IMAGES: JODI HINDS 2025; COURTESY OF BONHEUR BY MATT ABE

VERDICT

There's been much talk of whether Bonheur can live up to Le Gavroche. It's time we give it the space to build its own legacy – one that showcases creative spins on classics and an experience filled with bonheur.

BEST FOR

Entertaining clients or celebrating a special occasion.

DON'T MISS

A glass of Henri Giraud Champagne in the lounge before the dinner service.

PRICE

The Journey menu costs £195. Wine pairings are available at an additional cost.

FIND IT AT

43 Upper Brook Street, London W1K 7QR; 020 7139 8624; *bonheurbymattabe.com*

The Quiz

Female-focused questions in honour of International Women's Day (8 March)

1 What percentage of global commercial pilots are female?
A) 0-5%
B) 6-10%
C) 11-15%
D) 16-20%



2 Who was the co-founder of a big US hotel chain?
A) Rose Pillows Hilton
B) Emily Towels Hyatt
C) Alice Sheets Marriott
D) Sylvia Quilt Wyndham

3 Which country has the highest proportion of female CEOs?
A) Norway
B) Nigeria
C) Mexico
D) Thailand

4 Who was the first woman to fly across the Atlantic?
A) Aida de Acosta
B) Amelia Earhart
C) Millicent Bryant
D) Elisabeth Frisk



6 Which country has the highest proportion of female pilots?
A) Australia
B) Sweden
C) India
D) Canada

5 Which chef has partnered with Singapore Airlines on their inflight dining menus?
A) Clare Smyth
B) Nigella Lawson
C) Monica Galetti
D) Anne-Sophie Pic



7 Which country is ranked the safest for female travellers according to the WPS Index 2025/26?
A) Denmark
B) Switzerland
C) New Zealand
D) Hong Kong

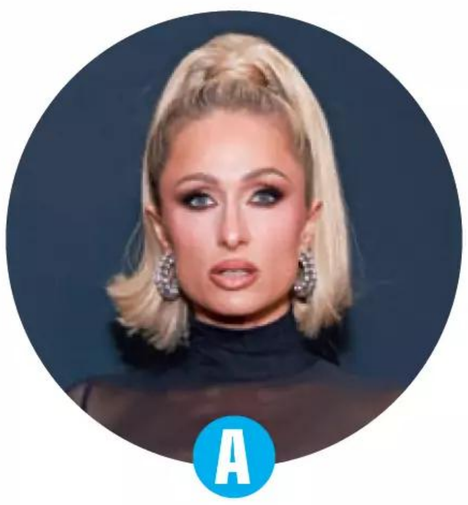
8 Ilse Crawford, founder of Studioilse, partnered with which airline to design its global airport lounges?
A) Singapore Airlines
B) Cathay Pacific
C) Emirates
D) British Airways

9 According to Booking.com, what was the most important hotel amenity for female business travellers in 2025?
A) Hairdryers and irons
B) On-site gym
C) Air conditioning
D) A nice view



PHOTO ROUND

Who are these women and what's their connection to travel?


A


B


C

Answers: **1**B, **2**C, **3**D, **4**B, **5**C, **6**C, **7**A, **8**B, **9**C **Picture round: A** Paris Hilton, great-granddaughter of Hilton Hotels founder, **B** Wally Funk, US aviator and astronaut, **C** Gwynne Shotwell, COO SpaceX

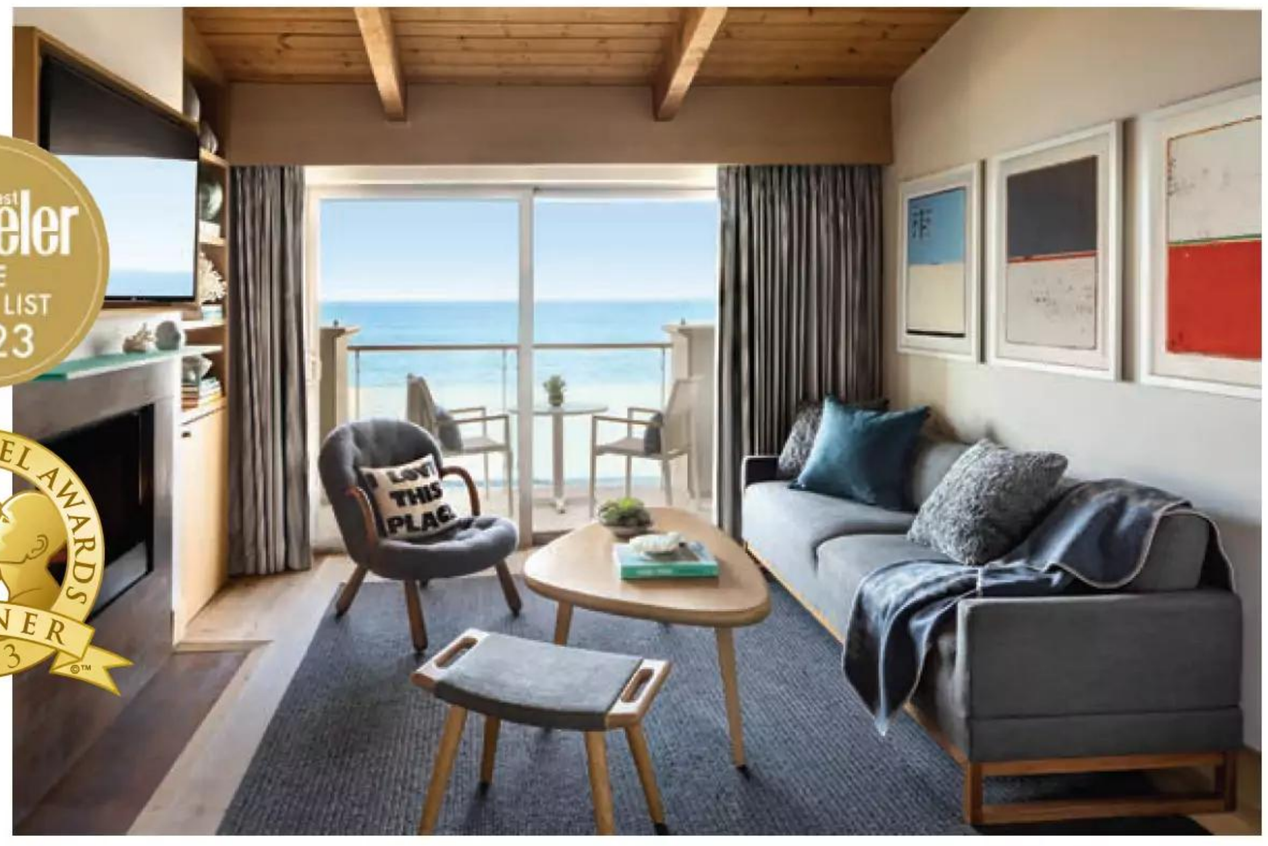
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