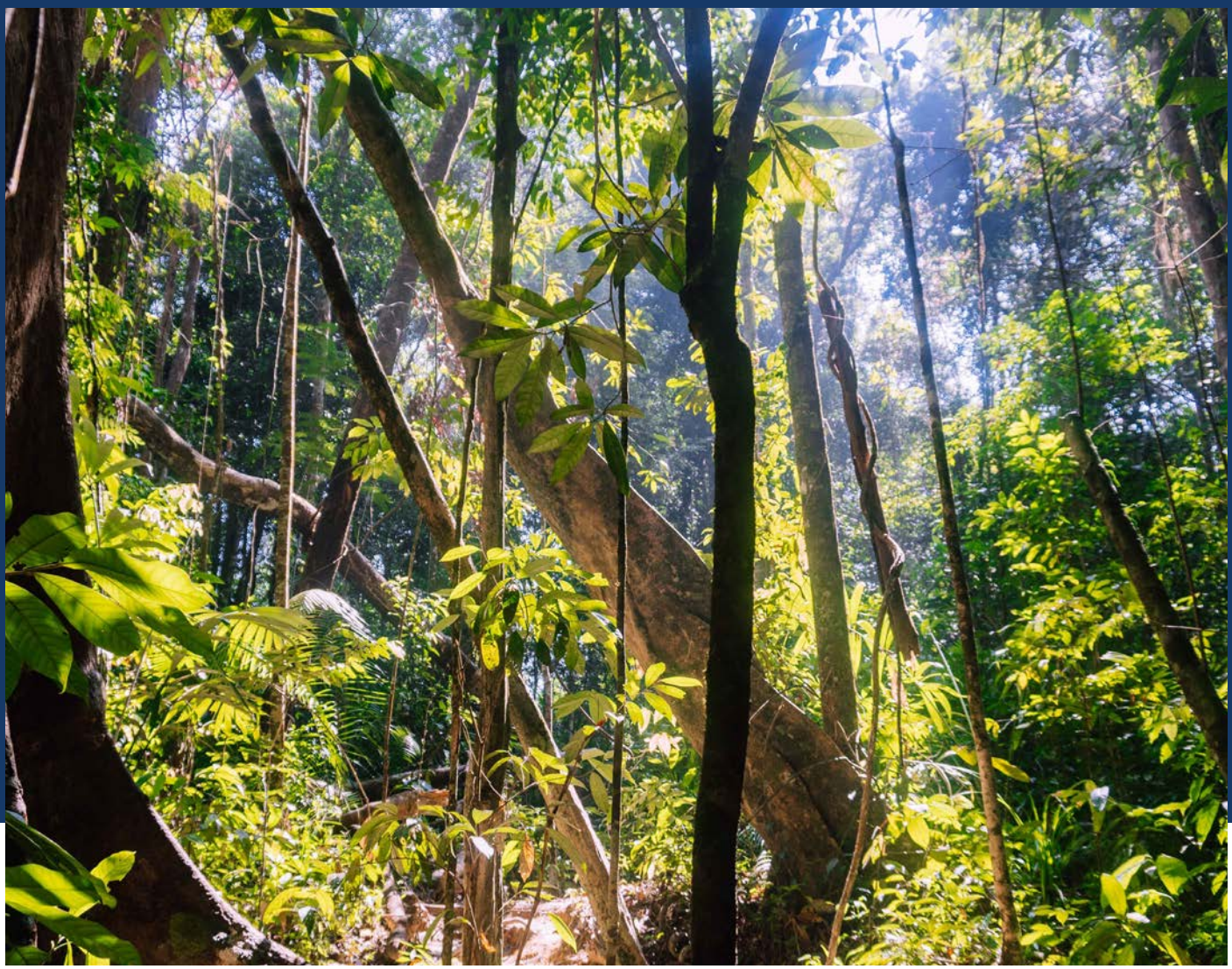
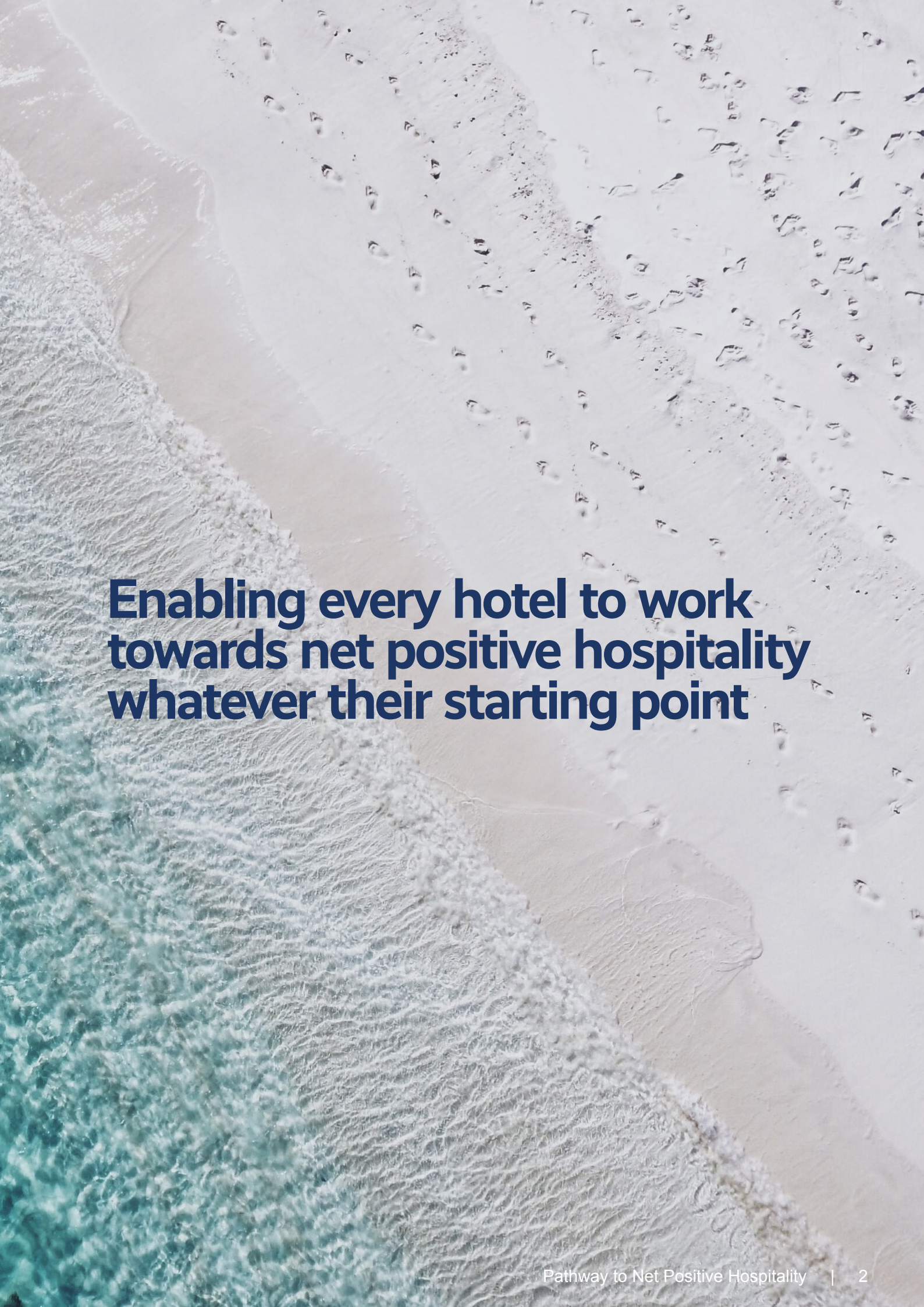
Sustainable Hospitality Alliance

Pathway to Net Positive Hospitality for the Planet



Responsible hospitality for a better world



Enabling every hotel to work towards net positive hospitality whatever their starting point

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Separate Pathway resources

- Environmental action planner (download)
- Resource map (download)

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Foreword

Wolfgang M. Neumann, Chair, Sustainable Hospitality Alliance

Much has been said and written about the world being close to a tipping point. Surely it can no longer be denied by anybody that we are facing an environmental crisis on an unparalleled scale – what remains open, is how we choose to respond.

There is an urgent need to tackle the many environmental and social challenges of our time if we want to ensure that all our companies will prosper in the long-term. I am convinced that embracing the Pathway to Net Positive Hospitality, is not only a challenge, but an immense opportunity!

Our industry has been hit hard by the Covid pandemic. We have weathered the storm and can now redeploy all our energies on rebuilding and on creating memorable experiences for our guests. As we do this, our leadership focus must move beyond the financial bottom line. In a world that is increasingly intertwined and interdependent, we have to consider people and the planet as well as profits. Sir Richard Branson so eloquently underlined the upside of such an approach: “Success and Sustainability are two sides of the same coin. Where the priorities of business and society align, everybody stands to gain”.

I encourage you not to shy away from pursuing this bold challenge of achieving a net positive impact on the environment. Let’s not get entrenched in the art of the possible but move beyond to the apparently ‘out of the question’. We must learn from the late Steve Jobs who taught us to “embrace insanely ambitious goals when it comes to fighting for a better future”. It is time for us to look beyond having zero impact, and recognise the immense potential we have to make a lasting positive impact on our world.

We cannot and should not go on this journey alone. We need to collaborate across the value chain enabling us to be powerful force for improvement with a tangible positive impact on the environment. Our Pathway has been created by the industry for the industry, in consultation with numerous stakeholders across the value chain. It offers simple and practical solutions which can be replicated by any organisation and every hotel, no matter their starting point – from those who are just getting started, to those who are leading the way in sustainable innovation.

Surely it can no longer be denied by anybody that we are facing an environmental crisis on an unparalleled scale – what remains open, is how we choose to respond.

Let’s not waste any more time, but commence the journey and rise to the occasion. This challenge has the potential to bring out the very best in organisations who embrace it and in people who drive it. Enjoy the ride!

Wolfgang M. Neumann
Chair, Sustainable Hospitality Alliance

1. Introduction to the Pathway

1.1 Introduction to the Pathway

Our belief is that every hotel around the world must move towards having a net positive impact on the environment.

The future of the tourism industry depends entirely on protecting the unique and desirable locations in which hotels are based.

The business case for environmental action is strong, including the potential to:[1]

- improve profit margins
- increase revenues
- enhance asset value
- future-proof investment returns
- safeguard against regulatory risk
- help ensure long-term access to resources and energy supplies

It is also our belief that, provided they have the right support and information to do so, every hotel can move towards having positive impacts on the environment, no matter what their starting point is.

To bring this vision to life and enable the industry to progress in a strategic way while using common definitions, we have created the **Pathway to Net Positive Hospitality for the Planet**.

The Pathway will drive change by:

- **Taking a holistic view of environmental sustainability while helping hotels focus on the most material issues**. It embraces climate action, water stewardship, waste and the circular economy, and biodiversity protection and regeneration.
- **Providing clear guidance on practical actions which can be taken**. It accounts for the different roles that key stakeholders in the value chain (particularly asset owners, individual hotels and brands) need to take to ensure the industry progresses in a cohesive and strategic manner. It also looks at all areas of the business, from the building and direct operations, to outsourced operations and the supply chain.
- **Recognising the wealth of initiatives and resources already developed**, by organisations including the Sustainable Hospitality Alliance, to support the industry in becoming more environmentally sustainable. It directs key stakeholders to assets which are most relevant based on their level of sustainability maturity.
- **Highlighting the additional tools and resources which the industry needs** to overcome the environmental challenges it faces, some of which the Alliance will look to create.

1.2 The need for the Pathway

The reliance of the hospitality industry on the natural environment

Around the world there has been a growing awareness of how the long-term success of businesses is reliant on them operating in a sustainable way and strengthening the environments and communities around them. This is perhaps even more so for hospitality than many other industries and we cannot afford not to take action.

Climate change is already affecting the hospitality sector with extreme weather increasing the cost of operations and reducing the number of tourists visiting certain destinations. Local and national environmental policies and penalties are also being introduced in cities and countries around the world.

Water risks are faced on a global level and result from too little water (water scarcity and droughts), too much water (flooding) and water which is not fit to use (pollution). Among other things, they can lead to higher food costs, political and economic instability and higher energy prices,[3] all of which negatively impact the success of hospitality.

Waste has become a global sustainability issue, greatly contributing to pollution and negatively impacting wildlife as well as increasing global greenhouse gas (GHG) emissions through production. If not managed responsibly, it can also make the communities and landscapes around hotels unsightly and unattractive for guests to visit.

Biodiversity provides us with many services, including the materials we use to build hotels, the food we serve to guests, and the unique places guests travel to see. The natural environment can also be a vital ally in the fight against climate change through its ability to absorb emissions and provide a natural barrier against its effects (e.g. tropical storms and rising sea levels).

The environmental impacts of the hospitality industry

Traditional practices of procurement, consumption and disposal of items are negatively impacting our systems and environment, including pollution, habitat destruction and increased greenhouse gas (GHG) emissions.

Hotels are complex businesses which impact the environment in a variety of ways, including through the energy and resources needed to build and run a hotel, the food and drinks served to guests and their interactions with the local environment.

The key categories of environmental action which hotels should focus on, and which the Pathway aims to support with, are:

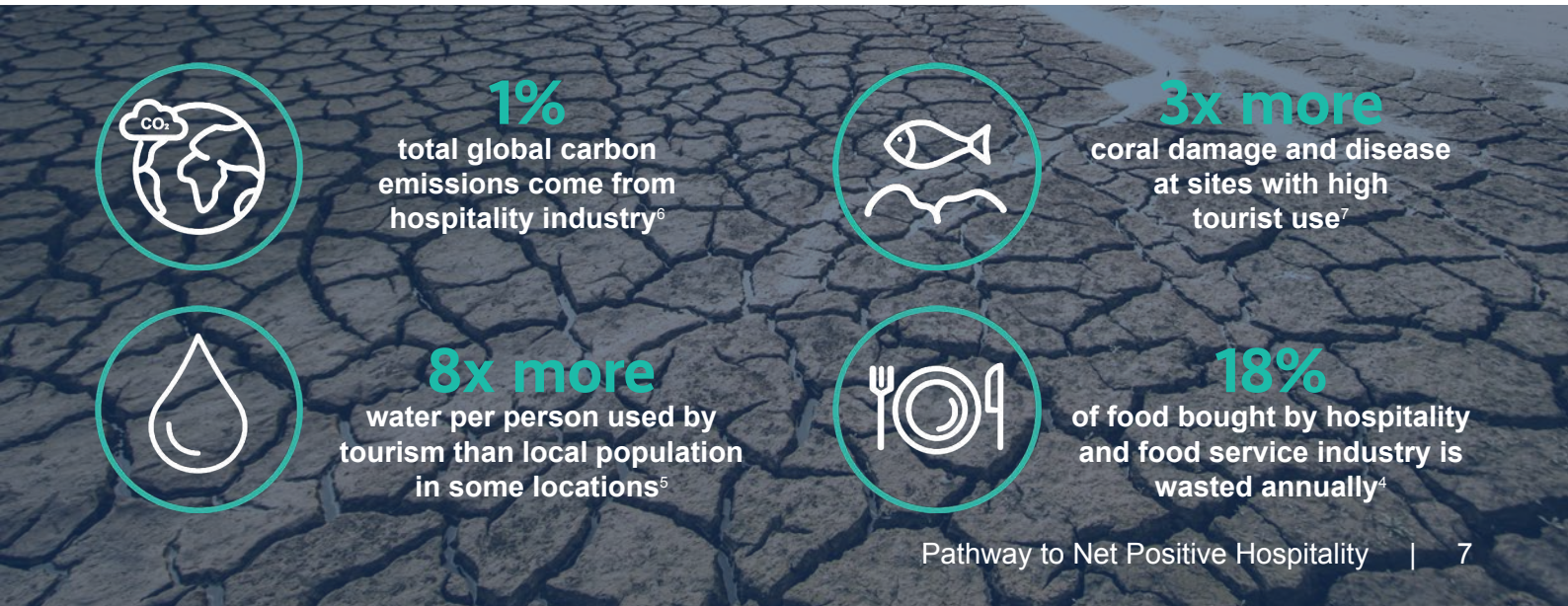
- climate action
- water stewardship
- waste and the circular economy
- biodiversity protection and regeneration.*

The need for collaborative action

The industry has a complex value chain, with a mix of building owners, operating companies and hotel brands, all of whom need to be engaged. Whilst there are numerous large global hotel brands, the majority of hotels are managed by small chains, or are entirely independent.

For the industry to progress as rapidly and strategically as possible, there is a strong need for collaboration between the various stakeholders involved. Through collaboration, the hospitality industry can be a powerful driving force for improvement which has the potential to have a huge positive impact on the environment.

* Definitions for these can be found in the glossary (appendix 2)



1.3 Using the Pathway to Net Positive Hospitality

What is included?

The Pathway consists of various sections:

- **Introduction to the Pathway** – Introductory guidance on what the Pathway is and how it should be used.
- **Overview** – Graphic laying out the full Pathway journey, which sets out the key ambitions and milestones for each stage.
- **Pathway details** – Detailed breakdown of different actions to be taken by key stakeholders (asset owner, operator, and brand).
- **Asset / building owner considerations** – Separate considerations for new builds and large-scale renovations.
- **Environmental action planner** – Detailed list of possible environmental actions which can be taken, filterable by ease and cost of implementation and relevant operational department. This can be used to develop a personalised action plan.
- **Resource map** – Mapping of useful resources, sorted by stage and environmental issue.
- **Glossary and acronyms** – Set of non-technical definitions for key terms referenced within the Pathway.

Who is it for?

The Pathway has been designed to support three key actors in the hospitality value chain:[8]

- **Asset/building owner** – the entity which owns the hotel building, responsible for the building and all elements related to it (this can include the lease holder as well as the legal owner of the building). The owner is responsible for approving operator budgets and making investments in the building's upkeep and its equipment.
- **Operator** – the entity which operates the hotel, responsible for day-to-day operations and staffing the hotel. Sometimes this is one of the well-known brands, but in many cases it is a third-party operator who manages the hotel under a franchise agreement.
- **Brand**[9] – provides the brand/flag of the hotel and other support such as distribution, standard operating procedures, design and style guides, training guides, software, and various other aspects to a separate operator. In many cases this includes sustainability software.

The different roles each stakeholder needs to take have been laid out in the Pathway details.

Stage: Starting	Asset / building owner	Operator	Brand
1. Take stock **Establish a baseline for carbon, water and waste**	**Establish a baseline.** • Use HCMI tool to calculate and establish a baseline for carbon emissions. • Use HWMI / HWMM to establish a baseline for water and waste. • Incorporate above methodologies into corporate sustainability systems (where relevant) or use the above tools. • Record current performance KPIs for each asset. • If accurate data isn't available, use Hotel Footprinting to generate estimates.	**Establish a baseline.** • Use HCMI tool to calculate and establish a baseline for carbon emissions. • Use HWMI / HWMM to establish a baseline for water and waste. • Use the above tools or the sustainability systems of the brand company (where relevant). • Record current performance KPIs. • If accurate data isn't available, use Hotel Footprinting to generate estimates.	**Establish a baseline.** • Use HCMI tool to calculate and establish a baseline for carbon emissions. • Use HWMI / HWMM to establish a baseline for water and waste. • Incorporate above methodologies into corporate sustainability systems (where relevant) or use the above tools. • Record current performance KPIs for each property. • If accurate data isn't available, use Hotel Footprinting to generate estimates.
Establish regular benchmarking of carbon, water and waste performance	Use benchmarking indexes (such as CHSB and GRESB) to **benchmark carbon, water and waste performance** of the portfolio of assets. • Set up a process to ensure this is done on a regular basis e.g. at least once a year.	Use CHSB to **benchmark carbon, water and waste performance** of the hotel. • Set up a process to ensure this is done on a regular basis e.g. at least once a year.	**Benchmark carbon, water and waste performance** of hotels against CHSB. • Set up a process to ensure this is done on a regular basis e.g. at least once a year.

Users need to consider their particular business model. For example, an owner-operator would need to review the roles for both the asset owner and operator, or a brand may also operate the hotel.

It's important that these three key stakeholders work together and align their plans wherever possible to ensure a strategic approach and maximise progress.

Engagement of other key players (such as destination management organisations, NGOs, community groups, local governments and affiliate groups) will also be crucial, so users should also consider how they can work with them and advocate for wider change.

Note for asset owners: *The main Pathway lays out the actions for existing properties and includes considerations of retrofitting equipment, refurbishments and conversions from one brand to another. However, certain considerations should be implemented in all new build properties, large-scale renovations and property purchases. Asset owners can find these in section 2.4.*

How should it be used?

The Pathway has four stages with increasing environmental ambitions (and scope) which account for the different stages of sustainability maturity and ambition across the industry:

Starting

Those who have yet to start and need to implement simple environmental action plans. This stage covers:

- hotel building
- direct operations

Advancing

Those who are able to implement more robust environmental action plans. This stage covers:

- hotel building
- direct operations
- outsourced operations

Accelerating

Those who are implementing plans to achieve net zero impacts. This stage covers:

- hotel building
- direct operations
- outsourced operations
- supply chain

Leading

Those who are aiming to become net positive. This stage covers:

- hotel building
- direct operations
- outsourced operations
- supply chain

1. Determine your starting point

- Stakeholders can use the Overview to determine their current progress on the Pathway.
- The Pathway is intended to be used in a sequential way. If any stakeholder wishes to start anywhere other than the first stage, they should review the earlier stages to ensure they have the relevant foundational work in place.

2. Follow the guidance

- Use the Details for each stage to find out how to proceed, following these simple steps:

How long does the Pathway take to complete?

As every hospitality business is different and will need to move in their own time, the Pathway does not contain suggested deadlines by which each stage should be reached. However, organisations should aim to progress as quickly as they reasonably can and should use widely accepted guidance, such as IPCC (Intergovernmental Panel on Climate Change) guidance on carbon emissions, to inform their timelines.

Achieving net positive will be a long-term journey and the Pathway aims to outline the building blocks that need to be put in place today to achieve these long-term ambitions. We urge everyone to start, or advance, straight away and achieve the *Accelerating* stage by 2050 at the latest.

Making action plans

It is intended that stakeholders using the Pathway take a holistic view of a hotel and consider all aspects which fall under their remit. For example, hotel operators should include any food and beverage, meetings and events, and spa/leisure operations in their plans.

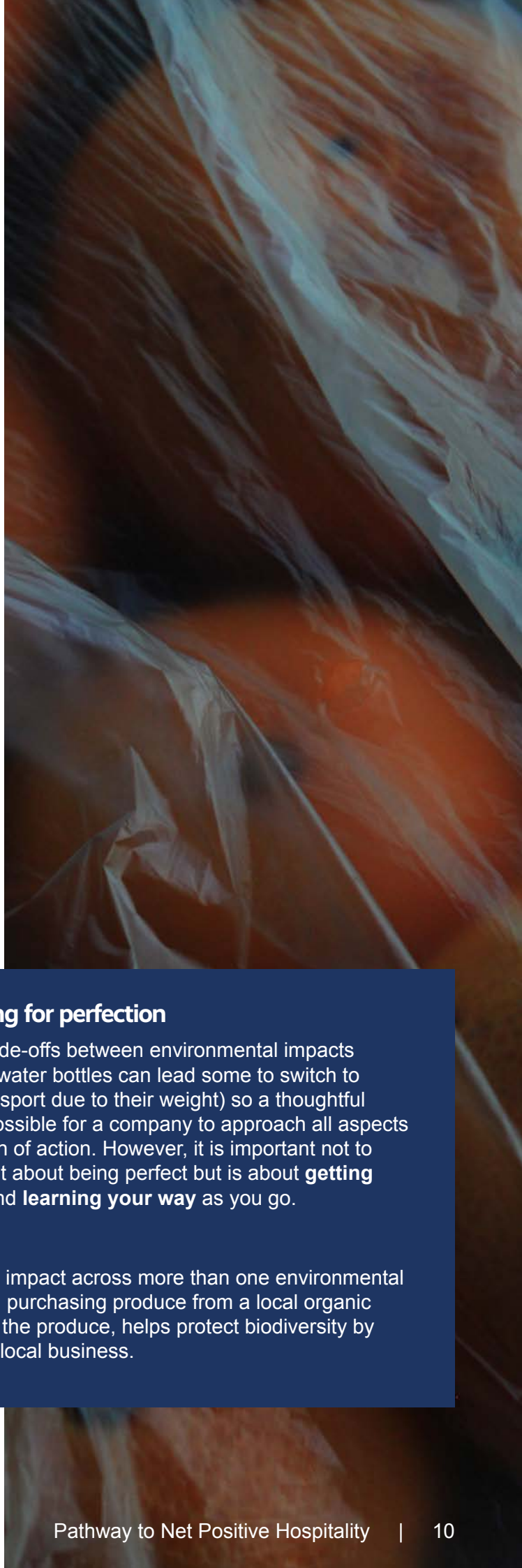
Various tools, resources and initiatives which will support the implementation of the Pathway are highlighted throughout and in the accompanying resources guide.

The accompanying Environmental Action Planner can be used to filter potential environmental actions by stakeholder, ease and cost of implementation and relevant operational department to help identify actions for inclusion in the plan.

Action plans should include consideration of how the following can be used to have an impact:

- Procurement of items, materials and produce
- Communication and engagement of teams
- Communication and engagement with stakeholders including guests, corporate customers, investors and suppliers

Consideration should also be given to the resources, such as financial investment and staff time, needed to implement them, and possibilities for sourcing these should be investigated. In some cases, funding for initiatives could be shared between multiple stakeholders.



Getting started on the important versus aiming for perfection

Due to the nature of sustainability, there are often trade-offs between environmental impacts when taking actions (e.g. to move away from plastic water bottles can lead some to switch to glass bottles which are more carbon intensive to transport due to their weight) so a thoughtful balance needs to be struck. It might not always be possible for a company to approach all aspects of environmental sustainability with the same strength of action. However, it is important not to become paralysed by this and understand that it's not about being perfect but is about **getting started** on the journey, **taking meaningful action** and **learning your way** as you go.

Additionality of positive impacts

On the other hand, some actions can have a positive impact across more than one environmental area and can also have social benefits. For example, purchasing produce from a local organic farm reduces carbon emissions from the transport of the produce, helps protect biodiversity by cutting the use of chemicals, and helps strengthen a local business.

1.4 Creating the Pathway

The Pathway has been created with insights from Members and Affiliate Members of the Sustainable Hospitality Alliance in consultation with environmental and industry experts.

This first edition of the Pathway contains the overview and details of the *Starting* and *Advancing* stages, launched in March 2022. More time will be taken to work on the details for the *Accelerating* and *Leading* stages and define what net positive looks like in the context of the hospitality industry, with a further release expected later in 2022.

The Pathway will be a live resource which is updated with new tools and resources as they become available. It will also be reviewed on a regular basis and will continue to be developed as sustainability thinking changes and updates.

Stage: Starting	Asset / building owner	Operator	Brand
1. Take stock **Establish a baseline for carbon, water and waste**	**Establish a baseline.** • Use HCMI tool to calculate and establish a baseline for carbon emissions. • Use HWMI / HWMM to establish a baseline for water and waste. • Incorporate above methodologies into corporate sustainability systems (where relevant) or use the above tools. • Record current performance KPIs for each asset. • If accurate data isn't available, use Hotel Footprinting to generate estimates.	**Establish a baseline.** • Use HCMI tool to calculate and establish a baseline for carbon emissions. • Use HWMI / HWMM to establish a baseline for water and waste. • Use the above tools or the sustainability systems of the brand company (where relevant). • Record current performance KPIs. • If accurate data isn't available, use Hotel Footprinting to generate estimates.	**Establish a baseline.** • Use HCMI tool to calculate and establish a baseline for carbon emissions. • Use HWMI / HWMM to establish a baseline for water and waste. • Incorporate above methodologies into corporate sustainability systems (where relevant) or use the above tools. • Record current performance KPIs for each property. • If accurate data isn't available, use Hotel Footprinting to generate estimates.
Establish regular benchmarking of carbon, water and waste performance	Use benchmarking indexes (such as CHSB and GRESB) to **benchmark carbon, water and waste performance** of the portfolio of assets. • Set up a process to ensure this is done on a regular basis e.g. at least once a year.	Use CHSB to **benchmark carbon, water and waste performance** of the hotel. • Set up a process to ensure this is done on a regular basis e.g. at least once a year.	**Benchmark carbon, water and waste performance** of hotels against CHSB. • Set up a process to ensure this is done on a regular basis e.g. at least once a year.

1.5 Demonstrating a commitment to environmental action

The Pathway is designed to offer guidance on the journey to becoming environmentally net positive. The following is a list of initiatives that can be joined to demonstrate your commitment to environmental action, and complement the use of the Pathway:

Travel and tourism initiatives

- The Glasgow Declaration for Climate Action aims to lead and align climate action across tourism stakeholders. Signatories commit to support the global goals to halve emissions over the next decade and reach net zero emissions as soon as possible before 2050. They must deliver a climate action plan and report on progress. The Alliance's Pathway to Net Positive can be used, alongside the guidance provided by the One Planet Network, to create the climate action plan for hotel businesses.
- Global Tourism Plastics Initiative aims to unite the tourism sector behind a common vision to address the root causes of plastic pollution. Signatories commit to take action within their operations and engage with their supply chain to eliminate problematic and unnecessary plastic, switch to reusable items and those made from recycled content, and improve management of plastic waste.

Other environmental initiatives

- CEO Water Mandate mobilises business leaders on water, sanitation, and the Sustainable Development Goals. Endorsers of the CEO Water Mandate commit to continuous progress against six core elements of stewardship and in so doing understand and manage their own water risks.
- Sustainable Ocean Principles provide a framework for responsible business practices across sectors and geographies to demonstrate their commitment to ocean sustainability.

1.6 What does 'net positive' mean?

> **A business which 'improves well-being for everyone it impacts and at all scales – every producer, every operation, every region and country, and for every stakeholder, including employees, suppliers, communities, customers, and even future generations and the planet itself.'**[10]

While a true net positive company must focus on social as well as environmental impacts, the Sustainable Hospitality Alliance's Pathway to Net Positive Hospitality is starting with the environmental aspects of sustainability and will look to define the social aspects at a later date. That being said, there are some aspects within the Pathway which will have positive social impacts as well e.g. water stewardship and supporting a just transition.

1.7 Acknowledgements

The Sustainable Hospitality Alliance would like to thank all those who offered their advice and expertise during the development of the Pathway.

Thanks to our member companies who provided critical feedback and steer to ensure this would be most useful to the industry:

In particular, Sustainable Hospitality Alliance would like to thank our Board of Trustees, Senior Advisory Council, Planet Committee and Affiliate Advisory Council.

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- Randy Durband, CEO, Global Sustainable Tourism Council (GSTC)
- European Sustainable Hospitality Club
- Virginia Fernandez-Trapa, Programme Officer Sustainable Development, United Nations World Tourism Organization (UNWTO)
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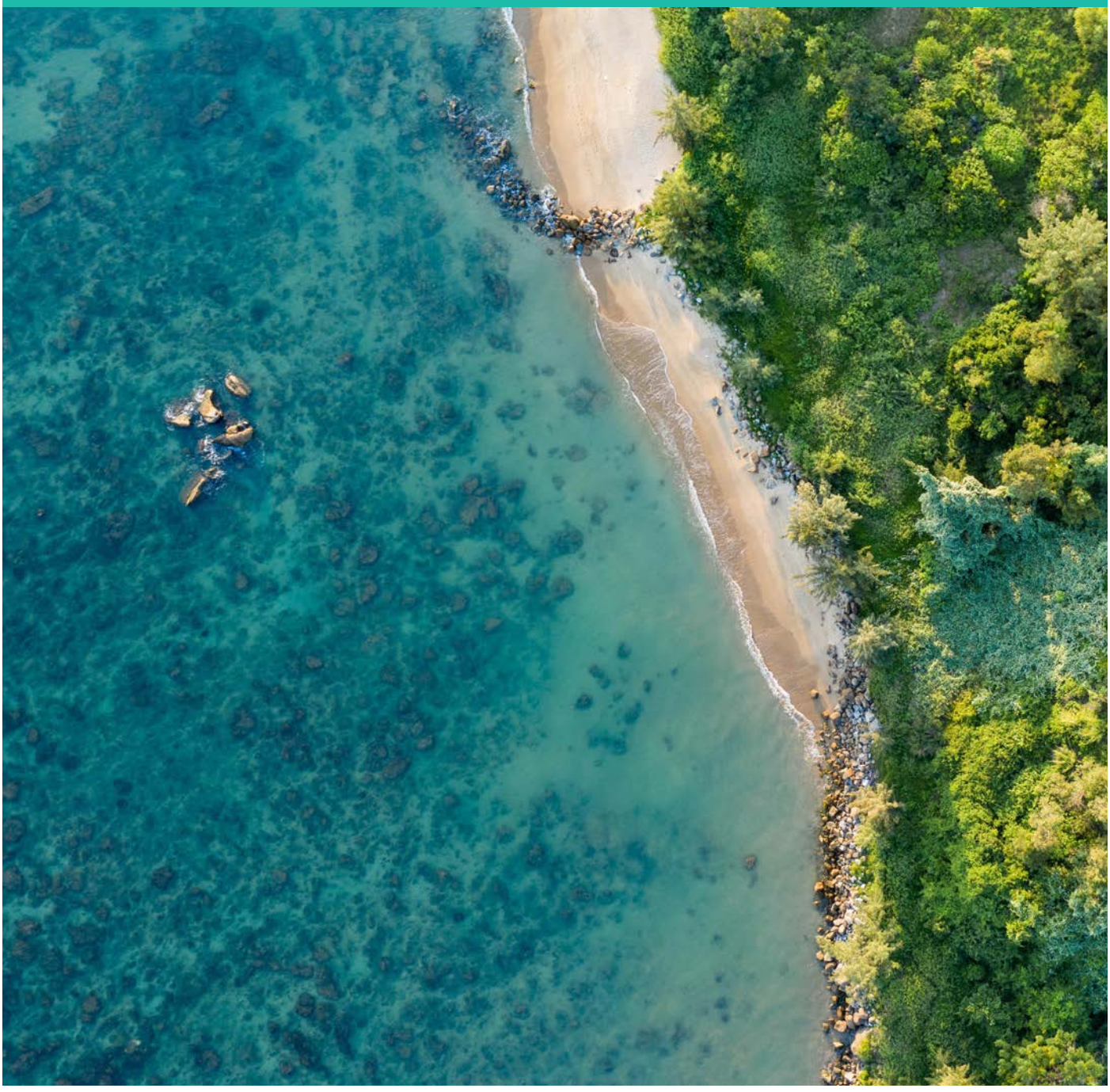
- Olivia Ruggles-Brice, Director, Greenview
- Jeremy Sampson, Chief Executive Officer, The Travel Foundation
- Jeremy Smith, Co-founder, Tourism Declares a Climate Emergency
- Dr Anna Spenceley, STAND Ltd; Chair IUCN WCPA Tourism and Protected areas Specialist Group; Director GSTC; Independent Advisory Panel of Travalyst
- Travalyst
- WRAP

2. Pathway to Net Positive Hospitality for the Planet



2.1 Pathway to Net Positive Hospitality for the Planet – overview

Starting

Simple environmental actions

- Reduce:
  - energy and carbon
  - water consumption
  - waste production

Advancing

Robust environmental actions

- Achieve scope 1 & 2 carbon goals aligned with IPCC guidance
- Improve energy and water efficiency
- Better manage and reduce waste
- Improve management of local biodiversity impacts
- Implement responsible procurement practices
- Mitigate for and adapt to climate change and water-relate risks

Accelerating

Net zero impacts for the planet

- Reach net zero Scope 1 & 2 carbon and achieve ambitious Scope 3 reductions
- Embed water stewardship into all decision-making
- Embed principles of circular economy
- Implement robust biodiversity practices, including in the supply chain

Leading

Net positive impacts for the planet

- Achieve net carbon removal
- Contribute to a just transition
- Replenish all water used
- Achieve zero waste to landfill/ incineration
- Achieve biodiversity net gain
- Support suppliers to become more sustainable

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Hotel building *Direct operations* *Outsourced operations* *Supply chain*

2.2 Pathway details – *Starting*

Starting

Simple environmental actions

Goal

- **Implement simple environmental action plans**

Which areas of the business does this cover?

- Hotel building
- Direct operations

Getting started

Work through the guidance listed in the *Starting* stage details. It might not always be possible for a company to approach all aspects of environmental sustainability from the beginning. It's about **getting started** on the journey, **taking meaningful action** and **learning your way** as you go. Remember to work with the other key stakeholders to align your plans and support each other.

The guidance follows these simple steps:

1. Take stock
2. Set objectives
3. Make plans and take action
4. Review and report

Accompanying resources

- **Environmental action planner** – List of possible environmental actions which can be used to develop an action plan.
- **Resource map** – Supporting resources.

Before commencing

Decide who will be responsible for implementing the Pathway within the organisation. They will be responsible for understanding baselines, creating plans and putting them into action, tracking progress and engaging others.

This may be an individual whose role is entirely focused on it, someone who manages it alongside their day-to-day role, or it could be a group of people who form an environmental working group. If it is a group, include decision makers and representatives from key departments, such as Purchasing, Maintenance, F&B and Finance.

Note for asset owners: *If you are developing or purchasing a building or undertaking a large-scale renovation, please review the asset/building owner considerations in section 2.4 before proceeding.*

External factors that aid progress

Factors which aid progress in this stage are:

- Good quality and timely data provided by utility providers, waste contractors and business partners (e.g. franchisees).
- Existence of widely agreed minimum sustainability for design of hotel buildings.
- Consistency of environment-related building regulations.

Where these are not in place, progress may be slower, but it is still possible to take action. There are actions incorporated in the Pathway to help reduce any challenges when these aren't in place.

Stage: Starting	Asset / building owner	Operator	Brand
1. Take stock			
Determine key impacts on the environment	**Review environmental impact** (resources required and waste/ outputs produced) (see appendix 1 for examples). **Review any environmental reports** (e.g. an Environmental Impact Assessment) available. These are often provided when a building is purchased.	**Review environmental impact** (resources required and waste/ outputs produced) (see appendix 1 for examples).	**Review environmental impact** (resources required and waste/ outputs produced) (see appendix 1 for examples).
Gather available data for energy (grid electricity, all fuels and on-site produced renewables), **water and waste** (ideally total and amount diverted from landfill/ incineration)	**Gather available data** for energy and water consumption and waste production. This can be tracked in a simple excel tracker (download). • Request and track energy, water and waste data for individual hotels. • Conversion tools such as onlineconversion.com can help convert different units of energy into kWh to help calculate a total energy consumption.	**Gather available data** for energy and water consumption and waste production. This can be tracked in a simple excel tracker (download). • Take and record regular (e.g. monthly) meter readings. • Use data on invoices. • Engage with utility providers and waste contractors to improve data access and quality. They may be able to provide detailed data on a regular basis. • Conversion tools such as onlineconversion.com can help convert different units of energy into kWh to help calculate a total energy consumption.	**Gather available data** for energy and water consumption and waste production. This can be tracked in a simple excel tracker (download). • Request and track energy, water and waste data for individual hotels. • Conversion tools such as onlineconversion.com can help convert different units of energy into kWh to help calculate a total energy consumption.

1. Take stock

Stage: Starting		Asset / building owner	Operator	Brand
1. Take stock		**Check data quality.** • Review data for gaps and any figures which are much higher or lower than normal. • Cross-check unusual figures against other data sources e.g. meter readings, invoices, utility provider. • Engage with individual hotels to identify and improve areas with weak data reporting.	**Check data quality.** • Review data for gaps and any figures which are much higher or lower than normal. • Cross-check unusual figures against other data sources e.g. meter readings, invoices, utility provider. **Provide data to key stakeholders** e.g. overarching hotel company and/or asset owner where relevant/requested.	**Check data quality.** • Review data for gaps and any figures which are much higher or lower than normal. • Cross-check unusual figures against other data sources e.g. meter readings, invoices, utility provider. • Engage with individual hotels to identify and improve areas with weak data reporting. • Engage with franchise partners to improve data access and quality.

Stage: Starting		Asset / building owner	Operator	Brand
1. Take stock	**Establish a baseline for carbon, water and waste**	**Establish a baseline.** • Use HCMI tool to calculate and establish a baseline for carbon emissions. • Use HWMI / HWMM to establish a baseline for water and waste. • Incorporate above methodologies into corporate sustainability systems (where relevant) or use the above tools. • Record current performance KPIs for each asset. • If accurate data isn't available, use Hotel Footprinting and CHSB to estimate carbon and water, and keep a simple record of what categories your waste is separated into.	**Establish a baseline.** • Use HCMI tool to calculate and establish a baseline for carbon emissions. • Use HWMI / HWMM to establish a baseline for water and waste. • Use the above tools or the sustainability systems of the brand company (where relevant). • Record current performance KPIs. • If accurate data isn't available, use Hotel Footprinting and CHSB to estimate carbon and water, and keep a simple record of what categories your waste is separated into.	**Establish a baseline.** • Use HCMI tool to calculate and establish a baseline for carbon emissions. • Use HWMI / HWMM to establish a baseline for water and waste. • Incorporate above methodologies into corporate sustainability systems (where relevant) or use the above tools. • Record current performance KPIs for each property. • If accurate data isn't available, use Hotel Footprinting and CHSB to estimate carbon and water, and keep a simple record of what categories your waste is separated into.
	Establish regular benchmarking of carbon, water and waste performance	Use benchmarking indexes (such as CHSB and GRESB) to **benchmark carbon, water and waste performance** of the portfolio of assets. • Set up a process to ensure this is done on a regular basis e.g. at least once a year.	Use CHSB to **benchmark carbon, water and waste performance** of the hotel. • Set up a process to ensure this is done on a regular basis e.g. at least once a year.	**Benchmark carbon, water and waste performance** of hotels against CHSB. • Set up a process to ensure this is done on a regular basis e.g. at least once a year.

Stage: Starting		Asset / building owner	Operator	Brand
1. Take stock	**Review environmental legislation**	**Review environmental legislation** related to the building (e.g. minimum efficiency requirements, water permits, required reporting etc.). • This can be incorporated into existing company legal management processes. • Local or country-level governments should make information about relevant regulations accessible. There may also be local services which track requirements.	**Review environmental legislation** related to operating the building (e.g. water permits, required reporting etc.). • This can be incorporated into existing hotel legal management processes. • Local or country-level governments should make information about relevant regulations accessible. There may also be local services which track requirements.	**Review environmental legislation** related to operating the building (e.g. required reporting etc.). • This can be incorporated into existing hotel legal management processes. • Local or country-level governments should make information about relevant regulations accessible. There may also be local services which track requirements.

Stage: Starting	Asset / building owner	Operator	Brand
2. Set objectives			
2. Set objectives	**Set environmental objectives They should include:** • **Improving data quality** • **Reducing energy and carbon** • **Reducing water consumption** • **Reducing waste production**	**Set targets for the portfolio** of hotel assets. • Benchmarking indexes (such as CHSB and GRESB) can help determine reasonable targets. However, remember to consider baseline performance as a starting point to avoid setting unrealistic targets. • Longer-term reduction targets (e.g. targets spanning 5 or 10 years) provide an overarching sense of direction. However, it's important that regular (e.g. annual) milestones are set to help gauge continual progress. • Section 1.5 of Environmental Management for Hotels has more information on setting targets.	**Set hotel-level targets.** • Check with brand and/or asset owner if they have set targets for the property. • Benchmarking indexes (such as CHSB) can help determine reasonable targets. However, remember to consider baseline performance as a starting point to avoid setting unrealistic targets. • Longer-term reduction targets (e.g. targets spanning 5 or 10 years) provide an overarching sense of direction. However, it's important that regular (e.g. annual) milestones are set to help gauge continual progress. • Section 1.5 of Environmental Management for Hotels has more information on setting targets. • The Global Tourism Plastics Initiative has guidance on setting targets for plastics use.	**Set company targets.** • Benchmarking indexes (such as CHSB) can help determine reasonable targets. However, remember to consider baseline performance as a starting point to avoid setting unrealistic targets. • Longer-term reduction targets (e.g. targets spanning 5 or 10 years) provide an overarching sense of direction. However, it's important that regular (e.g. annual) milestones are set to help gauge continual progress. • Where relevant, collaborate with individual hotels to ensure their targets align with brand objectives. • Section 1.5 of Environmental Management for Hotels has more information on setting targets. • The Global Tourism Plastics Initiative has guidance on setting targets for plastics use.

Stage: Starting	Asset / building owner	Operator	Brand
3. Make plans and take action			
3. Make plans and take action	**Identify possible actions and initiatives**	**Review available guidance to identify relevant actions.** • Use the Environmental Action Planner (download). • Check any environmental reports provided when the building was purchased for suggested mitigation actions. • Explore environmental building certifications – these can help guide plans and, if achieved, can be used in communications with stakeholders. Liaise with operator to coordinate efforts. • The Glasgow Declaration has guidance on actions to reduce carbon emissions. Review and incorporate any requirements of **environmental legislation**.	**Review available guidance to identify relevant actions.** • Use the Environmental Action Planner (download). • Explore operational environmental certifications – these can help guide plans and, if achieved, can be used in communications with stakeholders. Liaise with asset owner to coordinate efforts. • The Glasgow Declaration and Global Tourism Plastics Initiative have guidance on actions to reduce carbon emissions and plastics use. Review and incorporate any requirements of **environmental legislation** including safe management of on-site chemicals (e.g. fuels, cleaning chemicals).	**Review available guidance to identify relevant actions.** • Use the Environmental Action Planner (download). • Explore the potential for brand-wide environmental certifications – these can help guide plans and, if achieved, can be used in communications with stakeholders. • The Glasgow Declaration and Global Tourism Plastics Initiative have guidance on actions to reduce carbon emissions and plastics use. Review and incorporate any requirements of **environmental legislation**.

Stage: Starting		Asset / building owner	Operator	Brand
3. Make plans and take action		**Review which actions can be incorporated into plans** for the building. • Review refurbishment plans and determine if any efficiency upgrades can be incorporated. • Review the potential for retrofitting equipment outside of planned refurbishments. • Review the potential for installing a Building Management System.		
	Plans should include:	**Simple behavioural activities** and **technical options** which: • Increase energy and water efficiency. • Reduce carbon emissions. • Reduce waste (including single-use items).	**Simple behavioural activities** and low-cost **technical options** (e.g. payback in 1 year or less) which: • Increase energy and water efficiency. • Reduce carbon emissions, including a review of the potential for renewable energy tariffs and switch where feasible. • Reduce waste (including food waste and single-use items).	**Simple initiatives** which: • Increase energy and water efficiency. • Reduce carbon emissions. • Reduce waste (including food waste and single-use items).

Stage: Starting		Asset / building owner	Operator	Brand
3. Make plans and take action	**Liaise with key stakeholders to align/support plans**	**Offer guidance and support to hotels** in the portfolio to develop their own action plans and **liaise with the hotel operating company** (where relevant) to align plans.	**Liaise with the asset owner and brand company** (where relevant) to align plans and find out about their initiatives.	**Offer guidance and support to branded hotels** to develop their own action plans and inform them of any central programmes that they can participate in.
	Set up a system to gather data and monitor progress	**Set up a monitoring system** to track all environmental data in one location and monitor progress. • There are various off-the-shelf options which can be purchased or subscribed to. • Simple excel trackers (download) can also work well to track the data. **Review lease agreements** to see if a requirement to provide data can be added. **Install metering and sub-metering systems** in any existing buildings that don't have them.	**Set up a monitoring system** to track all environmental data in one location and monitor progress. • First check if the brand or building owner have a system that should be used. • There are various off-the-shelf options which can be purchased or subscribed to. • Simple excel trackers (download) can also work well to track the data. **Review contracts with energy/ water suppliers and waste contractors** to add a requirement to provide data. **Encourage the asset owner to install metering and sub-metering** systems if they are not in place already.	**Set up a monitoring system** to track all environmental data in one location and monitor progress. • There are various off-the-shelf options which can be purchased or subscribed to. • Simple excel trackers (download) can also work well to track the data. **Review contracts with energy/ water suppliers and waste contractors** to add a requirement to provide data.

Stage: Starting		Asset / building owner	Operator	Brand
3. Make plans and take action	**Determine and gather required resources**	**Calculate employee time and funding** needed for actions. **Review options for funding**, including internal budgets and external investors/funding schemes. Consider allocating savings from environmental initiatives to fund future initiatives. **Create business case** for actions and share with decision makers for approval. Include: • Financial investment • Expected savings • Payback period • Other potential benefits (e.g. guest satisfaction improvements, compliance with legislation) Section 2.5 of Environmental Management for Hotels can help to evaluate capital investment. **Include time and funding in relevant budgets.** **Designate a lead person for each activity** and ensure other employees are aware of their roles.	**Calculate employee time and funding** needed for actions. **Review options for funding**, including internal budgets and external investors/funding schemes. Consider allocating savings from environmental initiatives to fund future initiatives. **Create business case** for actions and share with decision makers for approval. Include: • Financial investment • Expected savings • Payback period • Other potential benefits (e.g. guest satisfaction improvements, compliance with legislation) Section 2.5 of Environmental Management for Hotels can help to evaluate capital investment. **Include time and funding in relevant budgets.** **Designate a lead person for each activity** and ensure other employees are aware of their roles.	**Calculate employee time (corporate and hotel-level) and funding** needed for actions. **Review options for funding**, including internal budgets and external investors/funding schemes. Consider allocating savings from environmental initiatives to fund future initiatives. **Create business case** for actions and share with decision makers for approval. Include: • Financial investment • Expected savings • Payback period • Other potential benefits (e.g. guest satisfaction improvements, compliance with legislation) Section 2.5 of Environmental Management for Hotels can help to evaluate capital investment. **Include time and funding in relevant budgets.** **Designate a lead person for each activity** and ensure other employees are aware of their roles.

Stage: Starting		Asset / building owner	Operator	Brand
3. Make plans and take action	**Review and update key procedures**	**Make procurement more responsible** by giving preference to items which are certified, more efficient, reusable and contain recycled content. See our responsible procurement factsheet for more information. **Ensure governance procedures include:** • Sharing regular environmental performance updates (e.g. monthly) in leadership and team meetings. • Evaluating environmental performance during employee reviews.	**Make procurement more responsible** by giving preference to items which are certified, more efficient, reusable and contain recycled content. See our responsible procurement factsheet for more information. **Ensure governance procedures include:** • Sharing regular environmental performance updates (e.g. monthly) in leadership and team meetings. • Evaluating environmental performance during employee reviews.	**Make procurement more responsible** by giving preference to items which are certified, more efficient, reusable and contain recycled content. See our responsible procurement factsheet for more information. **Ensure governance procedures include:** • Sharing regular environmental performance updates (e.g. monthly) in leadership and team meetings. • Evaluating environmental performance during employee reviews.
	Raise employee awareness	**Inform employees** about: • objectives and goals • why it is important • simple actions they can incorporate into their day-to-day roles to help Section 1.6 of Environmental Management for Hotels can help.	**Inform employees** about: • objectives and goals • why it is important • simple actions they can incorporate into their day-to-day roles to help Section 1.6 of Environmental Management for Hotels can help.	**Inform employees** about: • objectives and goals • why it is important • simple actions they can incorporate into their day-to-day roles to help Section 1.6 of Environmental Management for Hotels can help.
	Communicate with customers		**Communicate with guests** by including information about environmental activities in hotel collateral and/or include information on menus/in rooms.	**Communicate with corporate customers** by including information about environmental activities in communications.

Stage: Starting	Asset / building owner	Operator	Brand
4. Review and report			
4. Review and report			
Reflect on progress against objectives and report to key internal stakeholders	**Review progress** • Update KPI figures and compare them with the baseline to understand progress against previous performance. • Compare against benchmarks (such as CHSB and GRESB) to see progress against the industry. **Review benefits seen** from actions e.g. financial savings, increased tenant satisfaction, increased funding opportunities. **Review challenges encountered** along the way and plan solutions to implement. Include how to work more collaboratively with other stakeholders. **Update leadership** on progress.	**Review progress** • Update KPI figures and compare them with the baseline to understand progress against previous performance. • Compare against benchmarks (such as CHSB) to see progress against the industry. • Take part in Green Lodgings Trend survey to benchmark implementation of initiatives. Liaise with the Brand (where relevant) to avoid duplication. **Review benefits seen** from actions e.g. financial savings, increased guest satisfaction, better employee retention etc. **Review challenges encountered** along the way and plan solutions to implement. Include how to work more collaboratively with other stakeholders. **Update leadership** on progress.	**Review progress** • Update KPI figures and compare them with the baseline to understand progress against previous performance. • Compare against benchmarks (such as CHSB) to see progress against the industry. • Take part in Green Lodgings Trend survey to benchmark implementation of initiatives. Liaise with the Operator (where relevant) to avoid duplication. **Review benefits seen** from actions e.g. financial savings, increased customer satisfaction, attractiveness of brand to franchisees etc. **Review challenges encountered** along the way and plan solutions to implement. Include how to work more collaboratively with other stakeholders. **Update leadership** on progress.

Stage: Starting		Asset / building owner	Operator	Brand
4. Review and report	**Communicate progress to key stakeholders**	**Inform investors** of performance and activities by including information in communications and meetings. Ensure communications are accurate and transparent to avoid greenwashing. Include information like: • KPIs • Percentage reductions • Key environmental initiatives implemented	**Inform guests** of performance and activities by sharing information in hotel collateral and/or on menus/in rooms. Ensure communications are accurate and transparent to avoid greenwashing. Include information like: • KPIs • Percentage reductions • Key environmental initiatives implemented	**Inform corporate customers and investors** of performance and activities by including information in communications and meetings. Ensure communications are accurate and transparent to avoid greenwashing. Include information like: • KPIs • Percentage reductions • Key environmental initiatives implemented

2.3 Pathway details – *Advancing*

Goal

- **Implement robust environmental action plans**

Which areas of the business does this cover?

- Hotel building
- Direct operations
- Outsourced operations

Before commencing

The Pathway is intended to be used in a sequential way. If you wish to start at the *Advancing* stage then you should review *Starting* to ensure you have the relevant foundational work in place.

Then work through the guidance listed in the *Advancing* stage details following these simple steps:

Accompanying resources

- **Environmental action planner** – List of possible environmental actions which can be used to develop an action plan.
- **Resource map** – Supporting resources.

External factors that aid progress

- Funding from banks or financial institutions.
- Access to the following (at non-prohibitive cost):
  - Renewable energy options
  - Waste management options
  - Responsible procurement options
  - Local environmental conservation initiatives
- A standard, easy to implement approach for measuring biodiversity impacts.

Where these are not in place, progress may be slower, but it is still possible to take action. There are actions incorporated in the Pathway to help reduce any challenges when these aren't in place.

Note for asset owners: *If you are developing a new building or undertaking a large-scale renovation, please review the asset/building owner considerations in section 2.4 before proceeding.*

Stage: Advancing	Asset / building owner	Operator	Brand
1. Take stock			
1. Take stock **Calculate Scope 1 & 2 emissions (and review Scope 3 emission sources)**	Gather data and **calculate Scope 1 and 2 emissions.** • The Net Zero Methodology for Hotels explains what should be included in Scope 1 and 2 boundaries. • HCMI can be used to calculate Scope 1 and 2 emissions. **Gain an understanding of Scope 3 emissions** sources and review how to gather data in the future. • The Net Zero Methodology for Hotels can help understand which are likely to be the most material. • Review supplier agreements and add a requirement to provide relevant data where possible.	Gather data and **calculate Scope 1 and 2 emissions.** • The Net Zero Methodology for Hotels explains what should be included in Scope 1 and 2 boundaries. • HCMI can be used to calculate Scope 1 and 2 emissions. **Gain an understanding of Scope 3 emissions** sources and review how to gather data in the future. • The Net Zero Methodology for Hotels can help understand which are likely to be the most material. • Review supplier agreements and add a requirement to provide relevant data where possible.	Gather data and **calculate Scope 1 and 2 emissions.** • The Net Zero Methodology for Hotels explains what should be included in Scope 1 and 2 boundaries. • HCMI can be used to calculate Scope 1 and 2 emissions. **Gain an understanding of Scope 3 emissions** sources and review how to gather data in the future. • The Net Zero Methodology for Hotels can help understand which are likely to be the most material. • Review franchise agreements to see if a requirement to provide data can be added. • Review supplier agreements and add a requirement to provide relevant data where possible.

Stage: Advancing		Asset / building owner	Operator	Brand
1. Take stock	**Establish regular assessment of key environmental risks**	**Map environmental risks** related to assets. • This can be incorporated into existing company risk management processes. • Local knowledge, freely available risk indices (such as Destination Water Risk Index, WWF Water Risk Filter and Aqueduct Resources) and bespoke services can help with this. There may also be relevant information in any Environmental Impact Assessments carried out when the building was developed (often provided when a building is purchased). • Include risks related to natural disasters, climate and water. Include biodiversity risks where possible. • Provide information to individual hotels where relevant. • Set up a process to ensure this is done on a regular basis e.g. every one or two years.	**Map environmental risks** related to the hotel. • This can be incorporated into existing hotel risk management processes. • Local knowledge, freely available risk indices (such as Destination Water Risk Index, WWF Water Risk Filter and Aqueduct Resources) and bespoke services can help with this. • Include risks related to natural disasters, climate and water. Include biodiversity risks where possible. • Set up a process to ensure this is done on a regular basis e.g. every one or two years.	**Map environmental risks** related to branded hotels. • This can be incorporated into existing company risk management processes. • Local knowledge, freely available risk indices (such as Destination Water Risk Index, WWF Water Risk Filter and Aqueduct Resources) and bespoke services can help with this. • Include risks related to natural disasters, climate and water. Include biodiversity risks where possible. • Provide information to individual hotels where relevant. • Set up a process to ensure this is done on a regular basis e.g. every one or two years.

Stage: Advancing		Asset / building owner	Operator	Brand
1. Take stock	**Review biodiversity issues of local importance and assess impact on them**	**Identify locally important wildlife** and natural environments and related issues. • Check with local authorities, wildlife groups and destination management organisations. • The Convention on Biological Diversity has country profiles which can help identify key issues and national plans. **Identify how the building might interact with and impact** on local biodiversity. This could include: • Use of land and resources for hotel construction and maintenance. • Potential disruption to wild species and their habitats. • Water usage. • Diversion or degradation of natural water sources (e.g. caused by infrastructure). • Waste generation (e.g. solid waste, waste-water). • Generation of greenhouse gases (e.g. through transportation). Get Nature Positive has some information about the key impacts tourism can have on nature.	**Identify locally important wildlife** and natural environments and related issues. • Check with local authorities, wildlife groups and destination management organisations. • The Convention on Biological Diversity has country profiles which can help identify key issues and national plans. **Identify how operations might interact with and impact** on local biodiversity. This could include: • Potential disruption to wild species and their habitats. • Water usage. • Degradation of natural water sources (e.g. caused by waste-water, sewage). • Waste generation (e.g. solid waste, food waste, waste-water). • Generation of greenhouse gases (e.g. through transportation). Get Nature Positive has some information about the key impacts tourism can have on nature.	**Identify biologically important areas** that the brand is present in. • Check with local authorities, wildlife groups and destination management organisations. • The Convention on Biological Diversity has country profiles which can help identify key issues and national plans. **Identify how brand standards might impact** on biodiversity. This could include: • Water usage. • Waste generation (e.g. solid waste, food waste, waste-water). • Generation of greenhouse gases (e.g. through transportation). Get Nature Positive has some information about the key impacts tourism can have on nature.

Stage: Advancing		Asset / building owner	Operator	Brand
1. Take stock	**Review existing procurement criteria and policies (if any)**	**Review procurement policies and criteria** for environmental aspects. This could include: • Requirements for environmental criteria to be considered when selecting items to purchase. • Requirements for suppliers to meet environmental standards.	**Review procurement policies and criteria** for environmental aspects. This could include: • Requirements for environmental criteria to be considered when selecting items to purchase. • Requirements for suppliers to meet environmental standards.	**Review procurement policies and criteria** for environmental aspects. This could include: • Requirements for environmental criteria to be considered when selecting items to purchase. • Requirements for suppliers to meet environmental standards.
2. Set objectives	**2. Set objectives**			
2. Set objectives	**Set or update environmental objectives. They should include:** • **Scope 1 & 2 carbon goals aligned with IPCC guidance*** • **Improving energy and water management** • **Better management and reduction of waste** • **Improving management of biodiversity impacts local to the property** • **More responsible procurement practices** * As long as targets are aligned with IPCC guidance, they do not need to be SBTi approved	**Review and strengthen targets for the portfolio of hotel assets.** • The Net Zero Methodology for Hotels explains what makes a robust baseline and target for Scope 1 and 2 carbon goals. • Make sure to set strong targets for issues which came up as high risk in the environmental risk mapping to help mitigate these risks. • The Glasgow Declaration has guidance on setting targets for carbon emissions. • For a reminder on target setting, see 'Set Objectives' in *Starting* (section 2.2).	**Review and strengthen hotel-level targets.** • The Net Zero Methodology for Hotels explains what makes a robust baseline and target for Scope 1 and 2 carbon goals. • Set strong targets for issues which are high risk in the environmental risk mapping. • The Glasgow Declaration and Global Tourism Plastics Initiative have guidance on setting targets for carbon emissions and plastics use. • For a reminder on target setting, see 'Set Objectives' in *Starting* (section 2.2).	**Review and strengthen company targets.** • The Net Zero Methodology for Hotels explains what makes a robust baseline and target for Scope 1 and 2 carbon goals. • Set strong targets for issues which are high risk in the environmental risk mapping. • IUCN Guidelines (section 2) has guidance on developing corporate biodiversity goals. • The Glasgow Declaration and Global Tourism Plastics Initiative have guidance on setting targets for carbon emissions and plastics use. • For a reminder on target setting, see 'Set Objectives' in *Starting* (section 2.2).

Stage: Advancing	Asset / building owner	Operator	Brand
3. Make plans and take action			
3. Make plans and take action			
Identify possible actions and initiatives	**Review available guidance** to identify relevant actions. • Use the Environmental Action Planner (download). • Check any environmental reports provided when the building was purchased for suggested mitigation actions. • Explore environmental building certifications – these can help guide plans and, if achieved, can be used in communications with stakeholders. Liaise with operator to coordinate efforts. • Review latest developments in technology and thought leadership and explore application to company. • The Glasgow Declaration has guidance on actions to reduce carbon emissions. **Review which actions can be incorporated into plans**. • Review refurbishment plans and determine if any efficiency upgrades can be incorporated. • Review the potential for retrofitting equipment outside of planned refurbishments.	**Review available guidance** to identify relevant actions. • Use the Environmental Action Planner (download). • Review the potential for renewable energy tariffs and switch where feasible. • Explore operational environmental certifications – these can help guide plans and communications. Liaise with asset owner to coordinate. • Check whether there are local, regional or national environmental plans to align with e.g. led by local governments or destination marketing organisations. • The Glasgow Declaration and Global Tourism Plastics Initiative have guidance on actions. **Review standard operating procedures** to determine where changes could be made to increase energy/water efficiency requirements, reduce resource use and/or reduce waste production.	**Review available guidance** to identify relevant actions. • Use the Environmental Action Planner (download). • Explore the potential for brand-wide environmental certifications – these can help guide plans and can be used in communications with stakeholders. • Review latest developments in thought leadership and explore application to company. • The Glasgow Declarationn and Global Tourism Plastics Initiative have guidance on actions to reduce carbon emissions and plastics use. **Review brand standards** to determine where changes could be made to increase energy/water efficiency requirements, reduce resource use and/or reduce waste production.

Stage: Advancing		Asset / building owner	Operator	Brand
3. Make plans and take action	**Plans should be robust and include:**	**Mitigation plans for risks** which rated as high in the environmental risk mapping. • If the hotel is located in a water-stressed area then water-related issues should be managed to highest standards (e.g. in-line with Alliance for Water Stewardship guidance).	**Mitigation plans for risks** which rated as high in the environmental risk mapping. • If the hotel is located in a water-stressed area then water-related issues should be managed to highest standards (e.g. in-line with Alliance for Water Stewardship guidance).	**Mitigation plans for risks** which rated as high in the environmental risk mapping. • If the brand has hotels in a water-stressed area, support should be given to ensure water-related issues are managed to highest standards (e.g. in-line with Alliance for Water Stewardship guidance).
		Further improving management of energy and water through: • Increased efficiency of building structure and equipment. • A review of the potential for on-site renewables. On-site renewables are particularly relevant for hotels located in areas of poor energy and/or water security.	**Further improving management of energy and water** through increased efficiency of equipment, updated operational procedures and procurement of renewable energy.	**Company-level initiatives** focused on energy and water efficiency, and renewable energy procurement (where procured centrally).
			Better management of consumption and waste via initiatives to: • Reduce and appropriately dispose of food waste. Our food waste factsheet and the Hotel Kitchen Toolkit can help. • Reduce and appropriately dispose of plastic and single-use products. Our factsheet and this report can help.	**Company-level initiatives** focused on plastics and single-use product reduction and food waste.

Stage: Advancing		Asset / building owner	Operator	Brand
3. Make plans and take action		**Improving management of local biodiversity impacts.** • Get Nature Positive has some examples of actions and case studies. • Our biodiversity factsheet offers examples of some initial actions you can take.	**Improving management of local biodiversity impacts.** • Join in local environmental conservation initiatives. • Get Nature Positive has some examples of actions and case studies. • Our biodiversity factsheet offers examples of some initial actions you can take.	**Improving management of local biodiversity impacts.** • Get Nature Positive has some examples of actions and case studies. • Our biodiversity factsheet offers examples of some initial actions you can take.
	Liaise with key stakeholders to align/support plans	**Offer guidance and support to hotels** in the portfolio to develop their own action plans, and **liaise with the hotel operating company** (where relevant) to align plans. Review lease agreements for the potential to **add green clauses**. **Engage key suppliers** to see what their commitments are, share targets set and how they can help achieve goals.	**Liaise with the asset owner and brand company** (where relevant) to align plans and find out about their initiatives. **Encourage asset owner to review the potential for on-site renewables.** On-site renewables are particularly relevant for hotels located in areas of poor energy and/or water security. **Engage key suppliers** to see what their commitments are, share targets set and how they can help achieve goals.	**Offer guidance and support to branded hotels** to develop their own action plans and inform them of any central programmes that they can participate in. **Engage key suppliers** to see what their commitments are, share targets set and how they can help achieve goals.

Stage: Advancing		Asset / building owner	Operator	Brand
3. Make plans and take action		**Encourage and work with local municipalities** to explore options for introduction of renewable electricity tariffs and/or waste management options where there is a lack of access. Join efforts that **advocate for smart economic incentives** that support hotel environmental efforts.	**Engage with local actors** (municipal governments, NGOs, conservation groups, partnerships, coalitions etc.) to increase the scale of progress. This may be necessary for particular actions e.g. working with local municipalities to explore options for introduction of renewable electricity tariffs and/or waste management options where there is a lack of access.	Join efforts that **advocate for smart economic incentives** that support hotel environmental efforts.
	Determine and gather required resources	For a reminder, see 'Make Plans and Take Action' in *Starting* for more information on what to do.	For a reminder, see 'Make Plans and Take Action' in *Starting* for more information on what to do.	For a reminder, see 'Make Plans and Take Action' in *Starting* for more information on what to do.
	Review and update key procedures	**Review and update governance procedures** to include: • Sharing regular environmental performance updates (e.g. monthly) in senior leadership and team meetings. • Informing leadership of updates to environmental risks. • Linking employee bonus to environmental performance to encourage progress.	**Review and update governance procedures** to include: • Sharing regular environmental performance updates (e.g. monthly) in senior leadership and team meetings. • Informing leadership of updates to environmental risks. • Linking employee bonus to environmental performance to encourage progress.	**Review and update governance procedures** to include: • Sharing regular environmental performance updates (e.g. monthly) in senior leadership and team meetings. • Informing leadership of updates to environmental risks. • Linking employee bonus to environmental performance to encourage progress.

Stage: Advancing		Asset / building owner	Operator	Brand

3. Make plans and take action		**Update procurement policies** to include environmental considerations and develop a supplier code of conduct.
		• Include embodied carbon (released during manufacture or produce growth), water risks, deforestation, animal welfare, endangered species, pollution.
		• Give preference to materials which are:
		  • Certified
		  • Local
		  • Durable
		  • Made from recycled content
		• Do not use endangered species.
		• Reduce packaging.
		Our responsible procurement factsheet and this BITC responsible sourcing guide provide more information on what to consider and how to do it.
			Update procurement policies to include environmental considerations.
			• Include embodied carbon (released during manufacture or produce growth), water risks, deforestation, animal welfare, endangered species, pollution.
			• Where relevant, check with the brand to see if they have any policies or a supplier code of conduct.
			• Give preference to:
			  • Certified
			  • Local
			  • Reusable
			  • Made from recycled content
			• Do not use/sell endangered species.
			• Reduce packaging.
			• Review aesthetic standards to avoid waste of produce which isn't 'perfect'.
			Our responsible procurement factsheet and this BITC responsible sourcing guide provide more information on what to consider and how to do it.
				Update procurement policies to include environmental considerations and develop a supplier code of conduct.
				• Include embodied carbon (released during manufacture or produce growth), water risks, deforestation, animal welfare, endangered species, pollution.
				• Give preference to:
				  • Certified
				  • Local
				  • Reusable
				  • Made from recycled content
				• Do not use/sell endangered species.
				• Reduce packaging.
				• Review aesthetic standards to avoid waste of produce which isn't 'perfect'.
				Our responsible procurement factsheet and this BITC responsible sourcing guide provide more information.
				Examples of policies and guidelines can be found on many corporate websites, including Scandic, Hilton and Marriott International.

Stage: Advancing		Asset / building owner	Operator	Brand
3. Make plans and take action	**Raise employee awareness**	**Raise employee awareness** of environmental commitments, including: • objectives and goals • why it is important • simple actions they can incorporate into their day-to-day roles to help	**Raise employee awareness** of environmental commitments, including: • objectives and goals • why it is important • simple actions they can incorporate into their day-to-day roles to help	**Raise employee awareness** of environmental commitments, including: • objectives and goals • why it is important • simple actions they can incorporate into their day-to-day roles to help Provide training for hotel employees and corporate teams.
	Engage with customers and enable them to make more environmental choices		**Include information in hotel collateral**, on the hotel website and/or include information on menus/in rooms such as: • Environmental initiatives in the hotel and **how they can participate** (where relevant). • **Certified or local produce** in dishes and/or on-site shops. • **Natural heritage sites** and local wildlife, including how they should behave to avoid damage and how they could choose to support conservation efforts.	**Include information in sales, communications and account review meetings** such as: • Brand-level environmental initiatives and **how they can participate** (where relevant). • **Sustainable packages** available e.g. meeting and events packages. • **Natural heritage sites** and local wildlife, including how they should behave to avoid damage and how they could choose to support conservation efforts.

Stage: Advancing	Asset / building owner	Operator	Brand
4. Review and report			
4. Review and report			
Reflect on progress against objectives and report to key stakeholders	**Review progress** • Update KPI figures and compare them with the baseline to understand progress against previous performance. • Compare against benchmarks (such as CHSB and GRESB) to see progress against the industry. **Review benefits seen** through actions e.g. financial savings, increased tenant satisfaction, increased funding opportunities. **Review challenges** encountered along the way and plan future to implement. • Include how to work more collaboratively with other stakeholders. • Share insights and learnings with other asset/building owners to support their progress. **Update leadership** on progress.	**Review progress** • Update KPI figures and compare them with the baseline to understand progress against previous performance. • Compare against benchmarks (such as CHSB) to see progress against the industry. **Review benefits seen** through actions e.g. financial savings, increased guest satisfaction, better employee retention etc. **Review challenges** encountered along the way and plan solutions to implement. • Include how to work more collaboratively with other stakeholders. • Share insights and learnings with other hotel operators to support their progress. **Update leadership** on progress.	**Review progress** • Update KPI figures and compare them with the baseline to understand progress against previous performance. • Compare against benchmarks (such as CHSB) to see progress against the industry. **Review benefits seen** through actions e.g. financial savings, increased customer satisfaction, attractiveness to franchisees. **Review challenges** encountered along the way and plan future to implement. • Include how to work more collaboratively with other stakeholders. • Share insights and learnings across the portfolio of hotels. • Share insights and learnings with other brands to support their progress. **Update leadership** on progress.

Stage: Advancing		Asset / building owner	Operator	Brand
4. Review and report	**Communicate progress to key stakeholders and make information publicly available**	**Inform investors** of performance and activities. • Ensure communications are accurate and transparent. • Include information like KPIs, percentage reductions and key environmental initiatives implemented. • Use investor review meetings to share information. **Publicly report progress** against company targets on an annual basis. • Reporting should be aligned with external standards (such as TCFD recommendations, GRI and SASB). • Progress can be shared on company website, in annual company/corporate responsibility reports and/or via reporting schemes such as CDP or GRESB.	**Inform guests and corporate customers** of performance and activities. • Ensure communications are accurate and transparent. • Include information like KPIs, percentage reductions and key environmental initiatives implemented. • Use on-site collateral and corporate account review meetings to share information. **Publicly share progress** against targets on an annual basis. This could be done on hotel website or in annual hotel reporting.	**Inform corporate customers and investors** of performance and activities. • Ensure communications are accurate and transparent. • Include information like KPIs, percentage reductions and key environmental initiatives implemented. • Use corporate account review meetings to share information. **Publicly report progress** against company targets on an annual basis. • Reporting should be aligned with external standards (such as TCFD recommendations, GRI and SASB). • Progress can be shared on company website, in annual company/corporate responsibility reports and/or via reporting schemes such as CDP.

2.4 Asset/building owner considerations

To enable effective progress of the industry, certain asset/building owner considerations are not related to specific stages of the Pathway but should be done for all properties that are being constructed, undergoing large-scale refurbishment or being purchased.

New builds – siting and construction

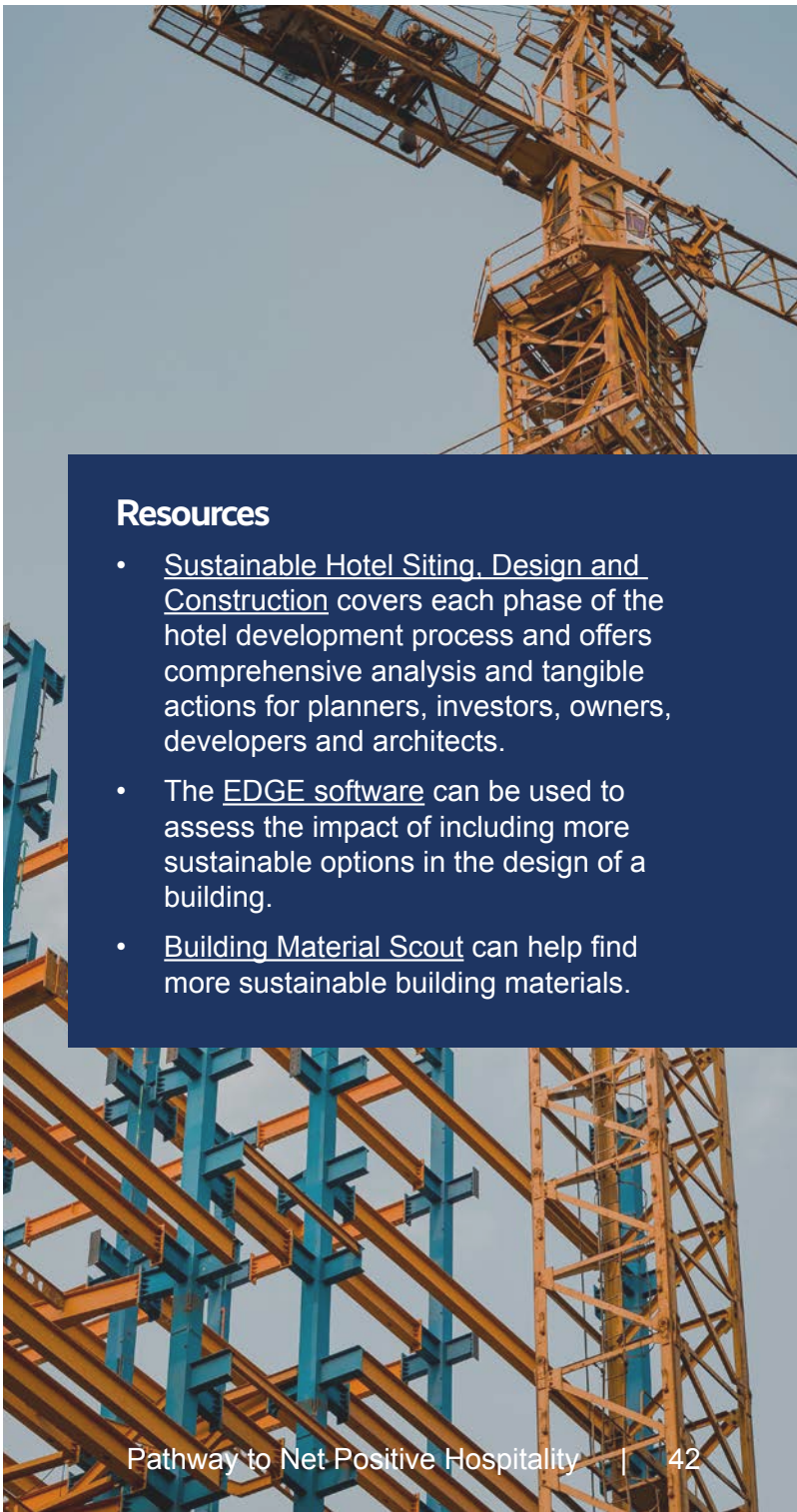
- Carry out an environmental impact and risk assessment as part of design and build process which includes climate and water risks as well as biodiversity impacts.
- Avoid altering water courses, catchments or wetlands, and consider potential impacts on local community access to water.
- Avoid displacement of species and damage to habitats, mitigating where needed.
- Minimise waste from construction of hotels and ensure it's disposed of in a responsible way.

New builds and large-scale renovations – building design

- Include adaptation to climate scenarios and local water conditions in design plans.
- Incorporate circular economy principles into building design.
- Use local materials, practices and crafts where practicable and appropriate.
- Design loading docks in an accessible place for collection, with adequate space for sorting waste diversion streams.
- Ensure waste sorting space and facilities included in design of hotels.
- Include biodiversity protection and net gain in building design, and use native species for landscaping.
- Design for whole-life net zero emissions (including embodied and demolition-related)
- Include consideration of metering and sub-metering systems in building design.
- Set minimum sustainability design criteria e.g. low carbon and energy/water efficient equipment installed as standard in build.

Building purchases

- Conduct or request an energy performance review (e.g. an Energy Performance Certificate) and review if it meets any legal requirements for energy efficiency.
- Determine whether it already has sub-metering and a Building Management System (and, if not, whether it's possible to install at a later date).
- Determine the level of investment needed to decarbonise the building.
- Assess whether it is adapted for the most likely risks of climate change.



Resources

- Sustainable Hotel Siting, Design and Construction covers each phase of the hotel development process and offers comprehensive analysis and tangible actions for planners, investors, owners, developers and architects.
- The EDGE software can be used to assess the impact of including more sustainable options in the design of a building.
- Building Material Scout can help find more sustainable building materials.

3. Appendices

Appendix 1: Inputs and outputs of a typical hotel

Inputs	Outputs

Energy
• electricity (for lighting, heating, refrigeration, ventilation and to power appliances)
• fuel (gas, oil, petrol, diesel, steam etc.):
  • for heating and other equipment
  • for the transportation of goods and guests
	Emissions
	Depending on the fuel used by the power generator (electricity), or the fuel used at the hotel:
	• hydrocarbons (HCs)
	• carbon dioxide (CO_2)
	• nitrogen oxides (NO_x)
	• carbon monoxide (CO)
	• sulphur oxides (SO_x)
	• lead and particular matter
	Methane (CH_4) and nitrous oxide (N_2O) are also emitted in minor quantities by heat and electricity production.

Refrigeration • air-conditioning equipment • freezers • chiller cabinets • mini-bars	**Emissions** Ozone-depleting and other substances: • chlorofluorocarbons (CFCs) • hydrocloroflurocarbons (HCFCs) • hydrofluorocarbons (HFCs) • hydrocarbons (HCs)
Water • drinking • cleaning • guest rooms • laundry • swimming pools • spas • irrigation	**Effluent** • ‘grey’ water from guest baths and basins, kitchen sinks etc. • water contaminated by cleaning materials, detergents, phosphates etc. • water contaminated by chlorine from backwashing swimming pools • ’black’ water from WCs
Furniture, fittings and appliances • electrical appliances • furniture • carpets • towels • linens • crockery • cutlery etc.	**Emissions and waste** • plastics • wood • metals • glass • glues and paint • fabric • non-biodegradable chemicals • hazardous materials and packaging
Consumables • toilet and other soft paper • toiletries • detergents and cleaning products • fertiliser and pesticides • office products (paper, printed matter etc.)	**Emissions and waste** • manufacturing emissions from products of the products • waste packaging such as paper and card, glass bottles and jars, plastic bottles and other plastic items • waste shampoo, conditioner, detergents, cleaning materials, non-biodegradable chemicals • paints, waste fertiliser and pesticides, batteries, fluorescent lamps (some of which constitute hazardous waste) • office paper, card, ink cartridges etc.
• food and beverages	• organic waste (including food, oils and kitchen grease) • waste packaging • aluminium cans and other metals • glass bottles and other glass items • fertiliser and pesticides if not ecological products

Figure 1: Adapted from Sustainable Hospitality Alliance, Environmental Management for Hotels

Appendix 2: Glossary

- Adaptation
- Biodiversity
- Biodiversity net gain
- Biodiversity risk
- Circular economy
- Climate action
- Climate risk
- Just transition
- Mitigation
- Net positive
- Net zero
- Offsetting
- Renewable energy
- 'Responsible' procurement
- Science based targets
- Scope 1, 2, 3
- Water risk
- Water stewardship

Adaptation

We have already started to see the impacts of climate change, through an increase in extreme weather events, and this is likely to increase over the next few decades. As well as decreasing the severity of climate change, by reducing global emissions, we need to deal with the changes we are already seeing.

Climate change **adaptation is altering our behaviour, systems, and – in some cases – ways of life to protect our families, our economies, and the environment in which we live from the impacts of climate change**.[11] This can include activities such as building defences against flooding or regenerating natural defences (such as mangroves and coral reefs) and landscaping with plants which are adapted to the changing environment.

Find out more at www.worldwildlife.org

Biodiversity

Biodiversity describes **the huge variety of life on Earth**, made up of the millions of species of plants and animals of all sizes from blue whales and elephants right down to microscopic creatures like bacteria, viruses and fungi. All these species work together to create the diverse habitats around the world and provide us with many services, including the air we breathe, materials we use to build our homes and hotels, the food we eat, and the unique places guests travel to see. Biodiversity can also be a vital ally in the fight against climate change through its ability to absorb emissions and provide a natural barrier against its effects (e.g. tropical storms and rising sea levels).

Promoting biodiversity is a twofold process. Firstly, species and their habitats must be protected to prevent further decline. Secondly, actions must be taken to actively encourage biodiversity regeneration, enabling ecosystems to thrive.

Find out more at www.worldwildlife.org

Biodiversity net gain

This is an **approach to development that leaves biodiversity in a better state than before**.[12]

Biodiversity risk

Biodiversity risks are **ways in which removal or damage of biodiversity could negatively impact a business**. They are generally split into three types:

- Ecological – related to how a business depends on resources sourced from nature to operate. Risks include increased costs of raw materials (e.g. water and timber) and reduced availability of certain produce (e.g. wild caught fish).
- Liability – related to the potential for law suits to brought against a business. Risks include legal action being taken due to improper management of biodiversity in the siting and construction of a hotel and degradation of environments caused by improper release of polluting substances (e.g. cleaning chemicals and fuels).
- Transformational – related to changes in policy, legislation and markets which are designed to protect and regenerate biodiversity. Risks include risk of non-compliance with changing regulations and reputational damage if customers do not believe a business has acted in a responsible way.

Find out more at www.oecd-ilibrary.org

Circular economy

See figure 2.

Economies tend to operate in a linear way, in which resources are used to create an item, which is used (sometimes only once) and then disposed of. In this model, the resources that were used to create the item go to waste at the end of its life and the items can end up polluting the environment. As a result, waste has become a global sustainability issue, greatly contributing to pollution and negatively impacting wildlife as well as increasing global greenhouse gas (GHG) emissions through production.

In a circular economy, **items are kept in use for as long as possible and resources are re-used at the end of the item's life**. A circular economy creates less waste and pollution, makes better use of the finite resources we have on Earth by circulating them, and helps regenerate nature.

Examples of a circular economy include:

- Purchasing items made from recycled content (e.g. garden furniture made from plastic bottles or toilet paper made from recycled paper),
- Purchasing second-hand items and donating or selling items for re-use once finished with,
- Using spent coffee grounds to create bio-fuel blocks which can be burnt for energy.

Find out more at www.ellenmacarthurfoundation.org

Climate action

Climate change is a global issue that is affecting communities, lives, businesses and economies all over the world. Climate action failure is ranked as the top global risk by the World Economic Forum, demonstrating the urgent need for action.[13]

Climate action can be broken into mitigation (**actions to limit global warming through decarbonisation**) and adaptation (**adapting to the changes which are caused by climate change**).

Decarbonisation, through reduction in energy consumption and fossil fuels, should always be the first and main mitigation step, with carbon offsetting being a secondary option in the short term but will not solve the problem in the long-run.

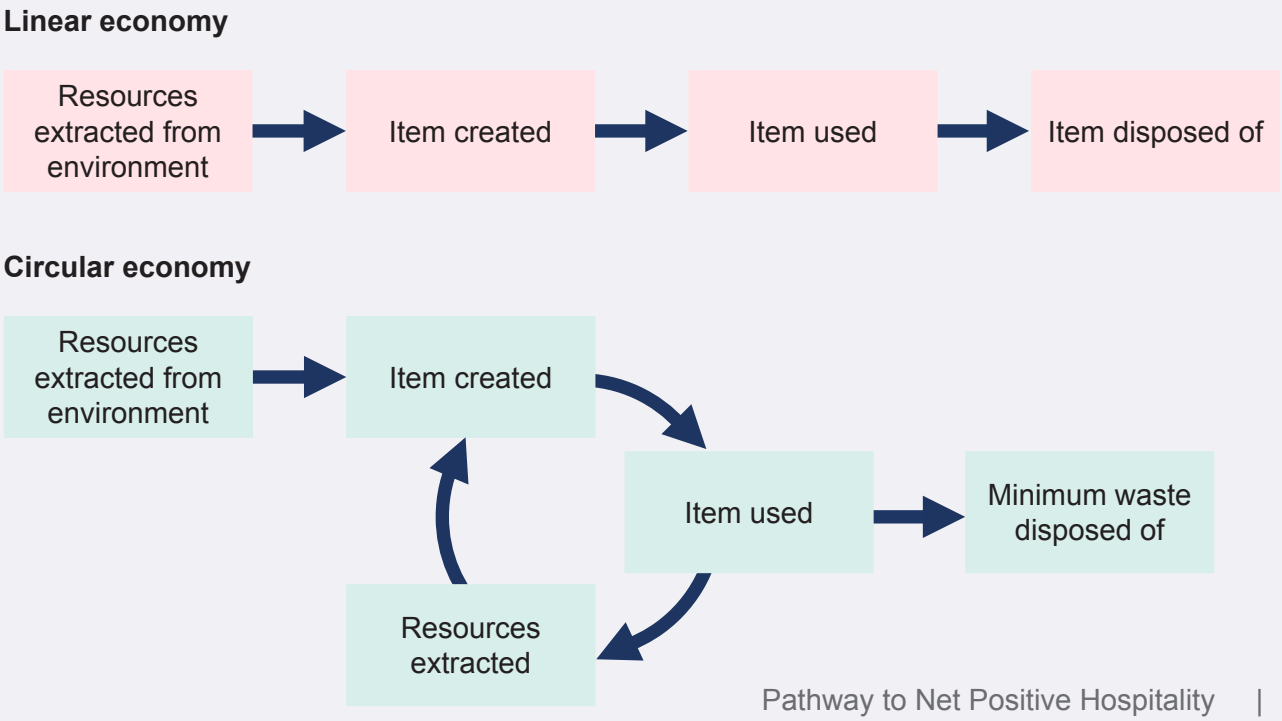
Climate risk

Climate risks are **ways in which climate change could negatively impact a business**. They are generally split into two types:

- Physical – related to how changes in the climate (e.g. changes in temperature and weather patterns) could impact a business. Risks can impact a hotel directly (e.g. through storms and flooding) or via its supply chain (e.g. changing weather patterns leading to a reduction in availability of certain produce).
- Transitional – related to changes in policy, legislation and markets in response to climate change and a need to decarbonise. Risks include increasing energy costs, increased taxes and legislation, and reputational damage.

Find out more at www.tcfdhub.org

Figure 2: Linear economy and circular economy



Just transition

A just transition describes the process of moving from a traditional economy based on unsustainable use of resources towards a truly sustainable one, whilst **accounting for the welfare of people whose livelihoods depend on the traditional economy**. For example, as the world moves from coal to renewable energy, support must be provided to people working in the coal industry, whose jobs will be put at risk. In doing so, a just transition advocates for both environmental and social justice.[14]

Find out more at www.climatejusticealliance.org/just-transition/

Mitigation

Mitigation describes **efforts to reduce or prevent emission of greenhouse gases**.[15] Mitigation can mean using new technologies and renewable energies, making older equipment more energy efficient, or changing management practices or consumer behaviour.

Net positive

Net positive is about **putting more back into the environment or society than you take out**. Rather than simply focusing on reducing negative impacts, the aim is to have a positive impact overall.

A net positive business has been defined by Paul Polman and Andrew Winston as one which 'improves well-being for everyone it impacts and at all scales – every producer, every operation, every region and country, and for every stakeholder, including employees, suppliers, communities, customers, and even future generations and the planet itself'.[16]

While a true net positive company must focus on social as well as environmental impacts, the Sustainable Hospitality Alliance's Pathway to Net Positive Hospitality is starting with the environmental aspects of sustainability and will look to define the social aspects at a later date. That being said, there are some aspects within the Pathway which will have positive social impacts as well e.g. water stewardship and supporting a just transition.

Find out more at www.forumforthefuture.org

Net zero

When **greenhouse gases going into the atmosphere are balanced by removal out of the atmosphere to mitigate global warming**. The IPCC concluded that net-zero carbon has to be achieved by 2050 to limit global warming at 1.5°C.[17]

Offsetting

Offsets are **credits for reductions in greenhouse gas emissions made at another location**, such as a wind farm or a clean cook stove project, and each credit represents one ton of emissions avoided or captured.[18] They can be used to effectively 'neutralise' emissions which are left once an organisation has reduced as much as they can.

The Alliance recommends that offsetting is done in line with the Oxford Offsetting Principles by:

- Prioritising reduction of emissions as a first step and, ideally, continuing to reduce the amount that needs offsetting over time.
- Maintaining transparency about how much you have actually reduced versus how much you are offsetting.
- Purchasing verified offsets which have been certified by a well-recognised standard to ensure they are of high quality.
- Opting for offsets which fund the removal of existing carbon from the atmosphere in preference to those which reduce the creation of new emissions.
- Selecting offsets which fund long-term storage of carbon and have a reduced chance of emissions being re-released at a later date e.g. storage in geological reservoirs is more secure than through tree planting.

Renewable energy

Renewable energy comes **from a source which is replenished at a much faster rate than it is used**. Renewable energy sources include solar, wind, biomass, geothermal, hydropower, and biofuels and hydrogen derived from renewable resources. Most energy created through renewable sources has low carbon emissions as they don't require anything to be burnt, however some, such as biofuels, can have emissions associated with them.

Non-renewable energy is produced through the use, normally by combustion, of finite resources (such as coal, oil and natural gas). They can take millions of years to be replenished and are used at a much faster rate than they are replaced. The burning of these resources releases CO_2 into the atmosphere and contributes to climate change.

'Responsible' procurement

Every successful business depends on having a well-developed purchasing process to source all necessary products and services at the best price and quality while ensuring they are fit for purpose and have the required availability.

Responsible procurement involves **choosing products and services that have a reduced negative impact** on human health, the environment and society in comparison to alternative items that serve the same purpose.

Find out more at www.sustainablehospitalityalliance.org

Science based targets

Science-based targets are goals to reduce greenhouse gas (GHG) emissions which have been set by calculating **the reductions an organisation or country needs to achieve to help keep global warming within specific limits**. It has been widely agreed, through the Paris Agreement, that warming should be limited to well-below 2°C above pre-industrial levels (ideally less than 1.5°C above pre-industrial levels) to avoid the worst impacts of climate change.

Find out more at www.sciencebasedtargets.org

Scope 1, 2, 3

According to the GHG Protocol:[19]

Scope 1

Direct emissions from sources owned or controlled by the organisation e.g. by burning fuels in gas boilers, fleet vehicles.

Scope 2

Indirect emissions from the generation of energy an organisation purchases e.g. through the fuels burnt to produce the grid electricity it uses.

Scope 3

All other indirect emissions that occur in the value chain of the organisation, which includes upstream and downstream emissions e.g. those released in producing products it purchases and those released through the use of its products by customers. Scope 3 often represents the largest portion of emissions an organisation is responsible for and can make up around 90% of total emissions.

Water risk

Water risks are the **ways in which water-related issues could negatively impact a business**. There are three main types of water risk:

- Physical risk – related to the quantity, accessibility and quality of water. Risks include too much or too little water, water which is not accessible and water which has become polluted.
- Regulatory – related to water policy and regulations. Risks include the poor management of water sources through local policies and risk of non-compliance with changing regulations.
- Reputational – related to how stakeholders view a business. Risks include customers boycotting a business if they do not believe they have acted in a responsible way.

Find out more at www.ceowatermandate.org

Water stewardship

Water Stewardship is about more than just reducing the amount of water consumed. It's about **ensuring that water is managed as responsibly as possible** to reduce environmental impacts and support fair access for all. It includes:

- Understanding and reducing water consumption while taking local conditions into account.
- Harvesting and re-using water where possible.
- Avoiding pollution of water bodies.
- Supporting equitable and sustainable access to clean water, sanitation and hygiene (WASH) for local communities.
- Protecting and regenerating biodiversity in water-based habitats.
- Understanding and adapting to water risks and ensuring resilience to natural disasters and rising sea levels.

Find out more at www.thewatercouncil.com

Appendix 3: Acronyms

AWF	**Alliance for Water Stewardship** Organisation specialising in water security and stewardship.
CDP	**Carbon Disclosure Project** Organisation that helps companies and cities disclose their environmental impact.
CHSB	**Cornell Hotel Sustainability Benchmarking Index** Industry-led global data collection and benchmarking initiative.
GRESB	**Global Real Estate Sustainability Benchmark** Organisation providing standardised and validated Environmental, Social and Governance data to the capital markets.
GRI	**Global Reporting Initiative** International independent standards organisation that helps businesses, governments and other organisations understand and communicate their impacts on various issues.
HCMI	**Hotel Carbon Measurement Initiative** Methodology and tool to measure a hotel's carbon footprint.
HWMI	**Hotel Water Measurement Initiative** Methodology and tool to measure a hotel's water usage.
HWMM	**Hotel Waste Measurement Methodology** Common approach for the hotel industry to collect waste data, and measure and report waste.
KPI	**Key Performance Indicator** Measurement which can be used to track a company's performance in achieving its objectives.
SASB	**Sustainability Accounting Standards Board** Organisation which helps businesses and investors develop a common language about the financial impacts of sustainability
TCFD	**Task Force on Climate-Related Financial Disclosures** Organisation providing a wide range of information, analysis, and reports on risk assessment, capital allocation, and financial strategic planning.
WTTC	**World Travel & Tourism Council** Organisation representing the Travel & Tourism sector globally.

4. Endnotes

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Sustainable Hospitality Alliance

Responsible hospitality for a better world

The Sustainable Hospitality Alliance brings together engaged hospitality companies and uses the collective power of the industry to deliver impact locally and on a global scale.

We work with leading hospitality companies and strategic partners to address key challenges affecting our planet and its people, and develop free practical resources and programmes to enable the wider industry to operate responsibly and grow sustainably.

Further information

To learn more about the Pathway to Net Positive Hospitality, please visit
www.sustainablehospitalityalliance.org/pathway

Or please contact us:
info@sustainablehospitalityalliance.org

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