ENVIRONMENTAL MANAGEMENT FOR HOTELS

THE **INDUSTRY GUIDE** TO **SUSTAINABLE** OPERATION

International Tourism Partnership

1 POLICY AND MANAGEMENT

Policy, communication and eco-learning are key elements of **Hilton's 'we care!'** environmental management programme

1 POLICY AND MANAGEMENT

In order to establish a successful environmental programme you need to be clear about why you are introducing it and to ensure that your staff are fully in support. You will also need to devise a policy that addresses the issues relevant to your hotel and adopt a systematic approach that will enable you to monitor and improve on your performance day-to-day, week-on-week and year-on-year.

Building a new environmental 'culture' will involve communicating to staff, guests and other stakeholders. These may include investors, shareholders, your bank manager, suppliers and members of your local community.

This section deals with how to set up such a programme.

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1.1 WHY HAVE AN ENVIRONMENTAL MANAGEMENT PROGRAMME?

Over time, an environmental management programme will give your business a financial and competitive edge. Your business will be better prepared to meet both future legislation and other external demands. Working systematically with environmental issues often helps to reduce costs, for example of energy and water consumption, the chemical products you use and your unsorted waste. It also presents opportunities to distinguish your operation from that of other hoteliers, and can make your hotel a more attractive place.

Your staff may well be recycling and doing their bit to save energy in their home lives already. Some of them may even offset the carbon emissions they create through their travel and/or the energy they use in their homes. They are therefore likely to be receptive to the introduction of environmental practices at the hotel. However, you may have to ask them to change their normal routines, to undergo training and learn new techniques, and even perhaps volunteer their time. Initially, not everyone may share your enthusiasm, so time spent briefing yourself on the issues and how you will respond to likely questions will be an investment in the future success of your programme.

1.1.1 Climate change and other global environmental concerns

a **Climate change** has been described by scientists and world leaders as the most 'dangerous and urgent challenge' the world faces today.[1] Politicians, captains of industry and members of the public are placing it at the top of their agenda, and so must hotel owners and operators. Scientists and climate experts almost universally agree that climate change and **global warming** are caused by human intervention and development, largely through emissions of 'greenhouse' gases (GHGs) which are released by the burning of fossil fuels for energy and transport and through activities such as deforestation and agriculture. Over the last 100 years, average global temperatures have risen by 0.7°C. The year 2005 was the hottest on record, 2006 was nearly as warm, and the last decade has seen the eight hottest years ever recorded. Worldwide, glaciers and snowlines are retreating and prolonged droughts are on the increase, sea levels and temperatures are rising, and storms and hurricanes are becoming more frequent and severe. These all have serious implications for the future of tourism. We need to find ways to dramatically reduce our emissions of GHGs if we are to avoid or at least minimise the environmental effects.

b Although much of the environmental focus is on climate change, there are **other global environmental challenges** that mankind has created and which need to be addressed. These include **access to clean water, population overcrowding and over-development, unsustainable food production, diminishing space to accommodate waste, disposal of hazardous materials** and the **systematic spread of non-biodegradable chemicals**. It should not be forgotten that it is at local level that the effects of these issues are felt the most keenly. **SEE 1.1.6**

c **Hotels have an important role in improving the environment for the future.** All hotels, however small, place a burden on the environment. They consume water and energy and create large quantities of waste, transportation contributes to local emissions as well as climate change and chemicals used for cleaning or in air-conditioning systems can release harmful emissions to the atmosphere and deplete the ozone layer. Many of the goods that hotels buy in have environmental impacts associated with their manufacture, use and disposal. However, if every hotel and resort in the world could reduce its environmental

[1] The words of politician and climate-change campaigner Al Gore who, in October 2007, with the UN's Intergovernmental Panel on Climate Change jointly received the Nobel Peace Prize for their efforts to 'build up and disseminate knowledge about man-made climate change'.

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impacts it would make a big difference to global issues such as long-term energy supply, man-made climate change, atmospheric and land contamination and reserves of safe water supplies. Hotels are visited by millions of people and sound sustainable practices will, in turn, influence guests, customers and staff.

1.1.2 Legal obligation

a Worldwide, **environmental legislation** is likely to become **increasingly stringent** and strictly enforced. Failure to comply with international and national legislation and local authority regulations can result in prosecution, fines and even imprisonment of senior executives and management. The implications of non-compliance in terms of potential damage to the company's reputation, punitive fines and loss of customer patronage are very serious.

1.1.3 Financial incentives

There are clear commercial benefits in investing time and money in order to operate more efficiently and avoid the penalties of not facing up to your environmental responsibilities:

a You will **reduce the cost of your utility bills** by using resources more efficiently. Many hotels find they are able to consume 20 per cent less energy and water through simple resource-saving measures.

b **Waste disposal costs will be lower** if you avoid products with excess packaging, reuse materials elsewhere in the hotel and sort waste for recycling.

c The **cost of other products and services can be reduced** by using what you purchase more efficiently.

d Investment made in **environmental training** can result in a **payback** per team member of less than six months.[2]

e You will **reduce your exposure to the risk of being fined** from failing to meet legislation.

f Anticipating legislation that may be forthcoming in the future will allow you to make **the necessary investment on a planned basis**.

g Investors naturally want to minimise the risks of their investment. This has led to a rise in **socially responsible investment** as illustrated by the emergence of indices such as the **FTSE4Good Index** and the **Dow Jones Sustainability Index**. Hotel companies that achieve a listing on such indices are more likely to attract socially responsible investors.

1.1.4 Competitive position

a Although it is intangible, your company and your **brand's reputation** are priceless and critical to maintaining your market position. Reputation takes years to build up but can be lost in moments – and may take years to re-establish. If you lose public confidence or tarnish your company's brand through poor environmental practice (or any other reason), you risk losing your clientele and market share.

b **Consumer attitudes** have changed with the times and members of the travelling public are increasingly concerned about their impacts. Research shows that many people prefer to take holidays and stay in hotels that actively benefit the environment and the local community. This **emerging market** is growing and wise companies are positioning themselves to take advantage of it. Smart companies aim to be regarded as part of the solution rather than part of the problem.

. . . .

[2] **Source:** Scandic

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1.1.5 Attracting and retaining staff

a **Staff are increasingly sophisticated** and in tune with current thinking. They are likely to want to work for an employer whose principles and practices reflect their own beliefs and for whom they can be an ambassador. Conversely, it is hard to retain staff who feel let down by their employer's practices or who are on the defensive when asked questions by guests.

b Training in environmental and sustainability issues helps to foster **a strong company culture**. It also increases staff motivation and morale by making staff feel they are valued and that they are making a positive contribution to society. Highly motivated employees are more likely to provide a better quality of service to your guests.

c By providing a **cleaner, safer workplace**, you will reduce the risk of causing health and safety problems for staff – and possibly even litigation.

1.1.6 Local responsibilities

a Hotels and other accommodation providers have a responsibility to **build good relationships** with those who live and work in the local community and to consider the needs of their neighbours. This means operating in a way that will not detract from their quality of life, such as by depleting water resources, creating noise, waste or traffic problems.

b By taking a **leadership stance**, you have an opportunity to influence and educate members of the local community as well as visitors and guests, and encourage others to follow a more sustainable way of life – which is to the benefit of everyone. **SEE 1.1.1.c**

c There may be opportunities to help **strengthen the local community**, for example, by helping to finance essential infrastructure facilities such as drinking water, electricity, road access and waste treatment in areas where these basic requirements are hard to meet.

d By making it **a priority to employ staff from the local area**, not only will you help support the local economy, but your staff will be better acquainted with the area when it comes to talking to guests. In addition, travelling distances will be reduced, creating opportunities to reduce transport energy emissions through travel by bicycle or on foot.

e **Sourcing goods and services locally** will allow you to develop closer relationships with suppliers, monitor quality more effectively, reduce CO_2 and other harmful transportation emissions and help the local business community to thrive.

f When undertaking renovation or extension projects, you should **take into account the opinions of local residents** to avoid problems at the planning stage, during development or after completion.

1.1.7 Safeguarding the industry's future

a Travel and tourism is one of the world's largest industries, employing over 230 million people and generating over ten per cent of the world's GDP.[3] As a major stakeholder, it is **in every hotel's interest** to help protect the environment on which the travel and tourism industry depends. This means working at a local level to help solve global problems and find ways to mitigate the impacts of the climate change we are already experiencing.

[3]   **Source:** World Travel and Tourism Council figures for 2007

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1.2 ESTABLISHING A POLICY AND SYSTEM

A reliable way to bring about improvements within an organisation is by putting in place a management system to effect the desired changes. Whether the aim is to improve quality, health and safety or the environment, a management system will provide a formal and systematic framework with procedures for establishing targets and measuring whether they are being met. The system usually works in a cycle whereby the periodic repetition of certain steps enables lessons to be learned from previous successes and failures so that improvement can be made on a continuous basis. An environmental management system (EMS) can work alongside other management systems that are already in place.

Like other management systems, your EMS will involve:

● identifying the key environmental impacts created by your hotel

● drawing up a policy and communicating it to staff

● conducting an initial review of your hotel operation

● allocating responsibilities

● setting objectives and targets

● monitoring and reporting on progress.

You may decide to build your own EMS or to take it from existing systems, such as an ecolabel or an international management standard. **SEE 1.7**

1.2.1 Identify key impacts

Before you can write the policy you will need to consider what your hotel's key environmental impacts are in terms of 'inputs' (what you use) and 'outputs' (what you create in terms of emissions and waste) so that you can determine where your priorities should lie. **FIGURE 1.1** provides a guide to the inputs and outputs in a typical hotel.

1.2.2 Policy

Next you need to set out, clearly and concisely, what your aims are. An environmental policy outlines your aims and the principles you plan to follow. It is invaluable in telling your stakeholders, employees, guests, business partners and local residents that the management is committed to environmental improvement. The policy can take the form of a simple 'values' or mission statement, or it can work through all your environmental impacts and how you will address them. You may decide to include more than environmental issues so that it becomes an overall policy for 'responsible business' covering additional issues such as purchasing fair trade products or other socio-economic considerations.

The policy should:

● have the **full commitment** at the **most senior level** of the company (CEO, financial director, general manager etc.)

● state your commitment to the **pursuit of best environmental practice**

● include a **summary of how you plan to achieve** this

● identify a desire to bring about **continuous improvement over time**.

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INPUTS

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

REFRIGERATION

- air-conditioning equipment
- freezers
- chiller cabinets
- minibars

WATER

- drinking
- cleaning
- guest rooms
- laundry
- swimming pools
- spas
- irrigation

FURNITURE, FITTINGS AND APPLIANCES

- electrical appliances
- furniture
- carpets
- towels
- linens
- crockery
- cutlery etc.

CONSUMABLES

- toilet and other soft paper
- toiletries
- detergents and cleaning products
- fertiliser and pesticides
- office products (paper, printed matter etc.)

- food and beverages

OUTPUTS

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 particulate matter

Methane (CH_4) and nitrous oxide (N_2O) are also emitted in minor quantities by heat and electricity production

EMISSIONS

Ozone-depleting and other substances:

- chlorofluorocarbons (CFCs)
- hydroclorofluorocarbons (HCFCs)
- hydroflurocarbons (HFCs)
- hydrocarbons (HCs)

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

EMISSIONS AND WASTE

- plastics
- wood
- metals
- glass
- glues and paint
- fabrics
- non-biodegradable chemicals
- hazardous materials and packaging

EMISSIONS AND WASTE

- manufacturing emissions from production 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.

- 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.

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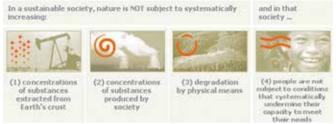© INTERNATIONAL TOURISM PARTNERSHIP, 2008

It should also be supported by an action plan:

- specifying **short-term targets** and **medium-to long-term objectives**
- showing **how and when these will be achieved**
- **naming staff responsible** for the actions necessary to meet the objectives.

The policy itself should be **reviewed and updated** periodically to take account of your progress and any changed priorities.
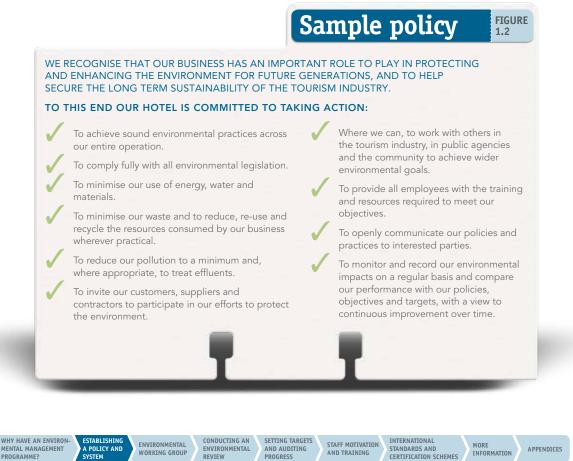
Some companies, notably **Scandic Hotels**, choose to follow the principles of **The Natural Step (TNS)**, an organisation that takes an 'upstream' approach to sustainability by addressing the issues as source. The system provides a framework to enable companies to integrate environmental considerations into their strategic planning, decision-making and daily operations in order to move towards sustainability in a coherent way. The framework encourages dialogue, consensus building, and re-thinking in order to become more innovative, strategic, and effective. The Natural Step International co-ordinates capacity building in the use of the framework, and there are TNS offices in countries around the world.

TNS defines sustainability according to four scientific principles or 'conditions' that must be met in order to have a sustainable society. The principles provide practical criteria to direct social, environmental and economic actions and transform debate into constructive discussion.

In a sustainable society, nature is NOT subject to systematically increasing:

(1) concentrations of substances extracted from Earth's crust

(2) concentrations of substances produced by society

(3) degradation by physical means

and in that society …

(4) people are not subject to conditions that systematically undermine their capacity to meet their needs

REPRODUCED WITH KIND PERMISSION OF **THE NATURAL STEP**

If you are not sure where to start, you could use the example below in **FIGURE 1.2** as a basis for your policy. It is also worth looking at **ITP's Membership Charter (SEE APPENDIX 1)** and what other companies have produced on the web or in company brochures. You can also ask your local hotel association or tourism authority.

Sample policy
FIGURE 1.2

WE RECOGNISE THAT OUR BUSINESS HAS AN IMPORTANT ROLE TO PLAY IN PROTECTING AND ENHANCING THE ENVIRONMENT FOR FUTURE GENERATIONS, AND TO HELP SECURE THE LONG TERM SUSTAINABILITY OF THE TOURISM INDUSTRY.

TO THIS END OUR HOTEL IS COMMITTED TO TAKING ACTION:

✓ To achieve sound environmental practices across our entire operation.

✓ To comply fully with all environmental legislation.

✓ To minimise our use of energy, water and materials.

✓ To minimise our waste and to reduce, re-use and recycle the resources consumed by our business wherever practical.

✓ To reduce our pollution to a minimum and, where appropriate, to treat effluents.

✓ To invite our customers, suppliers and contractors to participate in our efforts to protect the environment.

✓ Where we can, to work with others in the tourism industry, in public agencies and the community to achieve wider environmental goals.

✓ To provide all employees with the training and resources required to meet our objectives.

✓ To openly communicate our policies and practices to interested parties.

✓ To monitor and record our environmental impacts on a regular basis and compare our performance with our policies, objectives and targets, with a view to continuous improvement over time.

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1.3 ENVIRONMENTAL WORKING GROUP

In order to implement the programme, you will need to set up an environmental working group for the hotel. The role of its members within it will be to inform, support and motivate the entire staff. How you achieve this will depend very much on the size of your hotel and the staff assigned to the task.

Hotels assign various names to their environmental working groups, such as the 'green team' or 'responsible business committee'. It is an idea to invite the members of the group or the staff to suggest what the group should be called so that they feel involved in the process.

1.3.1 Appointing a champion

The programme will need a **figurehead** or 'champion' who is both deeply committed to the programme and a good communicator so that they can deliver the message clearly, ensure that all employees understand how the policy affects them and inspire them to take action. This co-ordinator will:

- **implement** the policy

- **ensure** that objectives are set

- **keep** the programme moving forward

- **encourage** everyone to get involved

- **supervise** the auditing of targets

- **collate** information, ideas and results and communicate them throughout the hotel

- **communicate** results of the environmental programme externally, to local authorities, local residents, shareholders, other hotels and suppliers.

The champion is likely to be the best person to chair the meetings of the environmental working group or committee. He or she should posess a good operational knowledge of the business, have the respect of fellow staff, a commitment to the project and full support from the general manager.

1.3.2 Membership of the group

The environmental working group should include a **representative** from each of your key departments – i.e. Engineering, Housekeeping, Food & Beverage, Stewarding, Purchasing, Laundry and Guest Relations as well as the hotel's training manager if you have one, or the person who is responsible for induction and training. Other people can be brought in on an 'ad-hoc' basis as required. The role of these representatives is to:

- set a **positive example** concerning environmentally-benign use of resources

- help **identify solutions** to any immediate environmental problems

- ensure that appropriate **suggestions from staff** are put into effect

- agree with departmental staff the setting of **objectives and targets**

- work with the champion to review current practices, act to **achieve objectives** and **audit the results** of the programme.

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1.4 CONDUCTING AN ENVIRONMENTAL REVIEW

The next major step is to carry out a thorough environmental review of your operations. This should address the main environmental impacts of your hotel, based on the input and output assessment and the opportunities for reducing them.

You will need to consider issues surrounding:

- **energy** (including sourcing and use)
- **water** (consumption, quality and waste water treatment)
- **waste** (including opportunities for avoidance, re-use, recycling and disposal)
- **air** (indoor air quality, air emissions, noise)
- **food safety**
- **purchasing** and supply chains
- **chemicals** and other **hazardous materials** (use, storage and disposal)
- **refurbishment activities** and **care of the grounds**
- **compliance** with environmental regulations (local, regional or national legislation) that apply to your operation
- the impact of the hotel on the **local community**, wildlife habitats and the landscape.

You may already have some information to hand (in the form of utility bills, for example) but will probably need to add to this through your own investigations.

APPENDIX 2 provides a '**Key Issue Review Table**' which can be adapted or used as it is in order to assess your current status. The table identifies 100 key issues. Each action successfully implemented on each key issue counts as one point. Once the review is complete you will be able to rate the hotel on its environmental performance as a percentage of 100 (a formula is included so that you can work out the percentage even if not all the issues apply to your operation). The table will allow larger hotel groups to compare performance across different hotels. Smaller organisations will also find the rating system useful to assess their progress. **APPENDIX 3** gives blank tables for summarising the outcome of the review.

The weighting of various issues in the Key Issue Review Table is intended to reflect, in broad terms, the relative importance of the various environmental impacts of hotels. Inevitably differences in location, climate, the size of the hotel and its grounds and the circumstances of each individual hotel may necessitate modification to the weightings given in **FIGURE 1.3** and you may need to alter them to reflect your own situation.

You are unlikely to be able to put together a complete picture of the organisation's environmental impact on your own, particularly if your own job function is at arm's length from employees who are responsible for energy management, purchasing, and the use of chemicals. Broad employee involvement is invaluable – the review is an action which all departments can help with. Informal interviews with key departmental employees should help to fill in the gaps left by difficult questions.

Used properly, a review will highlight the most significant of your environmental effects and will therefore help to identify potential risks and the scope for making improvements in the hotel's operation.

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Key issues	Weighting
Setting up the environmental policy and management system (EMS)	10
Energy conservation	20
Water conservation	10
Water quality and waste water treatment	10
Waste management	10
External and internal air quality and noise	10
Food safety	10
Purchasing and supply chains	10
Chemicals and other hazardous materials	10
Total	**100**

FIGURE 1.3

Weightings ascribed to issues in the Key Issue Review Table

1.5 SETTING TARGETS AND AUDITING PROGRESS

An environmental programme needs to include targets and objectives against which business managers can measure performance. A good idea is to base them on last year's performance, and try to achieve a percentage improvement. You may find it will help to distinguish between short-term targets and long-term objectives. Short term targets usually cover 12-month periods, and are often expressed as percentage reductions or increases. Long term targets are usually qualitative statements of intent, with deadlines of up to five years away.

Any target that you set should be demanding yet attainable, because realistic targets and objectives with deadlines and milestones along the way are the best means to keep everyone motivated. Successfully achieving targets is a clear sign of progress, and will help to stimulate further improvements.

Try to make your objectives and targets as precise as possible to avoid ambiguity and misinterpretation. For example, if you decide to reduce energy consumption by five per cent, make it clear:

- whether the target applies to **all energy utilities** or whether you are setting **separate ones for electricity, oil and/or gas**

- whether you mean a **percentage reduction** in **consumption** or in **cost**

- how you plan to **measure** it (e.g. kWh per guest night or per m^2)

- **when** you plan to meet the target

- **who** will be responsible for managing the effort to achieve the changes.

When setting objectives, it must be done in consultation with those who will be responsible for achieving them. This will ensure that they take ownership of the process. It is worth considering what incentives you can introduce to keep staff motivated. **SEE 1.6**

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1.5.1 Auditing

There is a clear distinction between an environmental review and an environmental audit. A review is undertaken early on to flag up areas for attention, whereas an audit is conducted at the end of each cycle of the management programme, typically at the end of each year. An audit checks whether targets and objectives have been met and the specific improvements that have been made. Measuring environmental improvement in this way helps to maintain enthusiasm for the environmental management programme – especially when the hotel meets its objectives. It is essential to communicate the results of such a check to all employees.

APPENDIX 4 shows options for how you might want to set out the results of an audit. You can update your table to give an indication of performance over time.

If you are considering working towards internationally recognised standards of environmental management such as the **European Eco-Management and Audit Scheme (EMAS)**, you will need both to carry out a regular environmental audit and report regularly on the results. Depending on your location you may also wish to consider working with Type 1 ecolabelling schemes such as **Nordic Swan** or the **EU Flower**. This will help you plan what your hotel needs to do as well as assist with the external audit.

1.6 STAFF MOTIVATION AND TRAINING

There are a number of ways in which staff interest in the programme, confidence and motivation can be enhanced.

1.6.1 Awareness and communication

Before you can write the policy you will need to consider what your hotel's key environmental impacts are in terms of 'inputs' (what you use) and 'outputs' (what you create in terms of emissions and waste) so that you can determine where your priorities should lie. **FIGURE 1.1** provides a guide to the inputs and outputs in a typical hotel.

a Communication is the key to maintaining momentum. Adopt a **hotel-wide slogan** (for example 'The Great Resource Hunt' or 'Waste Reduction Pays'), and encourage staff to 'brainstorm' on ways to preserve the environment.

b Give a member of staff (perhaps a member of the PR or sales team) responsibility for **communicating the programme internally**. This could include displaying statistics about the health of the planet and the hotel's own environmental performance results graphically on a special green notice board, or an environmental section of the staff notice board.

c Consider carefully how you are going to **'unveil the vision'** to staff – whether a grand internal event is appropriate or whether you want to work up to one once the programme is up and running.

d Encourage **staff suggestions** and **solicit their feedback** by installing a suggestion box for green ideas. Include the most valuable ones into your programme in order to create 'ownership' of the issues.

e Ensure that your environmental co-ordinator and the training manager attend company **training** and/or external courses to expand their knowledge of environmental issues and current legislative requirements. They will then be able to plan appropriate training for the remainder of your staff.

f Investigate whether there are any **local environmental groups** with which you can form a partnership – this can be an effective way to improve staff environmental awareness and knowledge. There may be a specific programme with which you can align and act as a sponsor.

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g As the programme develops you can start to think of **communicating externally** to guests, suppliers, local authorities and the media.

h Carry out a **simple survey** of attitudes towards the environment and the planned programme among staff (and possibly even guests). A positive reaction will motivate and sharpen everyone's awareness of the benefits of a successful environmental programme.

1.6.2 Training

a **Training on a regular basis** is essential, both for new recruits and for existing staff.

b Take trainees on a **physical tour** of the hotel. Ask them to identify the **areas where environmental issues arise**. Look at what happens in the waste handling room and where the waste goes. In the kitchen and bathrooms, consider the detergents and cleaning materials being used and what their environmental impacts might be. Are there more **environmentally-friendly alternatives**?

c Conduct environmental briefing and training sessions during **normal, paid working hours**. This affirms the management's commitment to the programme.

d **Allow sufficient time** for staff to debate and exchange their views in order to stimulate real interest and commitment but do not make sessions over-long so that staff lose interest. A good length might be about an hour and 20 minutes.

e **Ask staff how they feel about the environment** in their personal lives – what are the three environmental issues that cause them greatest concern?

f **Anticipate any likely questions** and be prepared to answer them – for example, how the financial savings from your environmental initiatives will be used.

g **Relate savings and other improvements** to tangible images that people can understand. For example 'enough water was saved this month to fill a 25 metre swimming pool', or 'every metric tonne of recycled paper saves 17 trees, 20,000 litres of water and the equivalent of 1000 litres of petrol'.

h **Always start a session with a brief review** and finish by setting the date for the **next session**.

1.6.3 Financial and technical support

a It is important that the members of the working group and other staff know that **resources are allocated** to back up their actions, either through **technical support** or access to the appropriate **budgets**.

b **New responsibilities** may need to be incorporated into existing job descriptions, and for new employees, the environmental management programme will need to be included in their **induction**.

c Allocate financial resources for a **continuous programme of training** and education.

1.6.4 Team-building activities

a Providing opportunities for **staff to work together in an enjoyable way** can also give you an opportunity to benefit the wider community whilst increasing enthusiasm and helping the hotel to raise its external profile.

b Work with the **local council, environmental, youth and/or community associations** to identify areas that need improvement. Activities you could undertake include street, park or beach litter clean-ups, purchasing and planting up containers with flowering shrubs or bulbs or helping to install council-approved waste bins.

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1.6.5 Recognising and rewarding effort

a **Reward the best staff suggestion** each month with a congratulatory letter from the general manager and a mention in the company magazine and/or incentives such as a free spa session, a meal for them and their partner or a simple cash prize.

b **Encourage departments to compete against each other** through internal challenges, but make the process enjoyable and worthwhile by rewarding those who perform well with special treats or outings. Some hotels hold environmental quiz nights and raffles for staff, others present monthly energy saver and energy 'waster' awards!

1.6.6 Publicising success

a A well presented **leaflet**, summarising achievements in environmental performance, will both encourage staff pride and commitment and enhance the hotel's image in the community.

b In larger companies, space should be allocated in **company magazines** to write up success stories, so that they can be shared with other hotels in the group.

1.7 INTERNATIONAL STANDARDS AND CERTIFICATION SCHEMES

Many businesses choose to implement management systems that conform to internationally-recognised standards. This can be of benefit if they are marketing themselves internationally to customers for whom such standards are a meaningful way of assessing the company's credentials. There are costs associated with attaining standards, and it is worth weighing up beforehand whether they will be justified by the benefits of certification to your own business in the long run.

The **International Standards Organisation (ISO)** is the main body responsible for issuing standards covering how companies and other organisations should conduct their operations. It is responsible for the best-known standard for environmental management, **ISO 14000**, which is in fact a series of international standards on environmental management. ISO 14000 provides a framework for the development of an environmental management system (EMS) and the supporting audit programme. **ISO 14001:2004** specifies the actual requirements for an EMS and applies to those environmental aspects over which the organisation has control and is expected to have an influence. It enables hotels to put in place an effective EMS, to maintain profitability whilst reducing their environmental impacts and to strive for continuous improvement.

Today, many hotels and accommodation providers around the world have attained certification to ISO 14001. Certification refers to the issuing of written assurance by an independent external body that it has audited a management system and verified that it conforms to the requirements specified in the standard.

Other ISO standards that are relevant to hotels include **ISO 9001:2000 for Quality Management, ISO 22000 for Food Safety** and **ISO/PAS 28000:2005 for Supply Chain Security**. **OHSAS 18001** is a **Health & Safety** management system, similar to ISO 14001 but focusing on Occupational Health and Safety.

Europe's **Eco-Management and Audit Scheme (EMAS)** was introduced in 1995 and recognises organisations that go beyond minimum legal compliance and continuously improve their environmental performance. Participating organisations are required to regularly produce a public environmental statement that reports on their environmental performance.

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The **EU Ecolabelling scheme** applies to hotel and tourist accommodation services as well a wide range of products. Hotels can apply for a Type 1 label whereby comparison is made with others within the same category, awarding labels to those that are environmentally preferable through their whole life cycle. Criteria are set by an independent body and monitored through a certification, or auditing, process.

The **Global Ecolabelling Network (GEN)**, a non-profit association of third-party, environmental performance labelling organisations, works to improve, promote, and develop the 'ecolabelling' of products and services. Together with ISO the network has established standards for three basic types of labels, to help harmonise the various approaches to ecolabels. Within Europe, the **Voluntary Initiatives for Sustainability in Tourism (VISIT) Standards for Tourism** has brought together 10 ecotourism ecolabels.

Designed for organisations within the travel and tourism industry, **Green Globe** provides an environmental management framework for hotels and other tourism organisations. In addition to this international scheme, there are many national and regional certification schemes for members of the tourism industry, including the **Blue Flag** ecolabel for beaches and marinas in Europe, South Africa, Morocco, New Zealand, Canada and the Caribbean, and **Fair Trade in Tourism South Africa (FTTSA)**, a trademark which promotes fair and responsible business practice by South African tourism establishments.

1.8 MORE INFORMATION

1.8.1 Contacts

1. **Blue Flag**
   www.blueflag.org

2. **European Ecolabelling (EU Flower)**
   http://ec.europa.eu/environment/ecolabel

3. **Fair Trade in Tourism South Africa**
   www.fairtourismsa.org.za

4. **Forum for the Future**
   www.forumforthefuture.org.uk

5. **Green Globe**
   http://greenglobe.com

6. **Global Ecolabelling Network (GEN)**
   www.globalecolabelling.net

7. **International Organization for Standardization (ISO)**
   www.iso.org

8. **National Institute for Occupational Safety and Health (NIOSH)**
   www.cdc.gov/niosh

9. **Nordic Swan**
   www.nordic-ecolabel.org

10. **The Natural Step**
    www.naturalstep.org

11. **Voluntary Initiatives for Sustainability in Tourism (VISIT) Standards for Tourism**
    www.visit21.net

1.8.2 Resources

1. **Eco-Management and Audit Scheme (EMAS)**
   http://ec.europa.eu/environment/emas/index_en.htm

2. **The ISO 14000 Toolkit**
   www.14000-toolkit.com

3. **ISO 14001:2004 for Environmental management**
   www.iso.org/iso/home/standards/management-standards/iso14000.htm

4. **ISO 22000:2005 Requirements for any organization in the food chain**
   www.iso.org/iso/home/standards/management-standards/iso22000.htm

5. **ISO 9000**
   www.iso.org/iso/home/standards/management-standards/iso_9000.htm

6. **ISO/PAS 28000:2007 Specification for security management systems for the supply chain**
   www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=44641

7. **OHSAS 18001**
   www.osha-bs8800-ohsas-18001-health-and-safety.com

APPENDIX 1 ITP Membership Charter

MC**1.1**/01.08

ITP
INTERNATIONAL
TOURISM
PARTNERSHIP

MEMBERSHIP CHARTER

RECOGNISING THE URGENT NEED TO ADOPT MORE RESPONSIBLE BUSINESS PRACTICES, WE THE MEMBERS AND SUPPORTERS OF THE INTERNATIONAL TOURISM PARTNERSHIP SHARE A COMMON COMMITMENT TO FURTHERING THE SUSTAINABILITY OF TOURISM INDUSTRY BY MINIMISING THE NEGATIVE IMPACTS ON THE SURROUNDING ENVIRONMENT INCREASING THE POSITIVE CONTRIBUTIONS TO BIODIVERSITY CONSERVATION, CULTURAL HERITAGE PRESERVATION AND COMMUNITY DEVELOPMENT.

With the cooperation and active participation of individual companies, hotels, and related organisations, the International Tourism Partnership will encourage shareholders, investors, employees, customers, environmental and ethical groups and the general public to be exemplary across the triple bottom line of economic, social and environmental management by:

- ✚ **PROVIDING** a non-competitive platform, to share knowledge and resources, develop policy and actively implement programmes and initiatives that have a positive impact on economic, social and environmental issues

- ✚ **PROVIDING** objective information and practical proposals for policy and institutional change that will foster environmentally sound, socially equitable development in the tourism industry

- ✚ **ENCOURAGING** the adoption of the highest standards of environmental and ethical management within its business operation and with external stakeholders in the tourism industry

- ✚ **SUPPORTING** the development of sustainability tools and strategies specifically for the industry

- ✚ **COLLABORATING** with appropriate national and international organisations to ensure the widest possible awareness and observance of the initiative and the practice it promotes

- ✚ **RECOMMENDING** systems for monitoring sustainability improvements in environmental management, social and ethical business practices including audits and reporting

- ✚ **PROVIDING** practical guidance for the industry on how to improve environmental performance as part of the day-to-day operations

- ✚ **PROVIDING** standards and principles to guide tourism businesses develop more sustainable business operations.

- ✚ **PROMOTING** the sustainable siting, design and construction of hotel and tourism development

AS A MEMBER OF THE INTERNATIONAL TOURISM PARTNERSHIP WE, THE UNDERSIGNED, SUPPORT THIS CHARTER.

....
SIGNATURE   COMPANY

....
DATE

APPENDIX 2 — Key issue review table

Note: The '**not applicable**' column is intended to avoid penalising hotels which do not have the items described, for example, where there is no in-house laundry or where the hotel is known to be free of asbestos. See **APPENDIX 3** for how to make the adjustment if not all issues apply.

		Issue not applicable	Complete	Incomplete
ENVIRONMENTAL POLICY AND SYSTEM		**10 POINTS — SECTION 1**		
1	Environmental policy prepared and on display			
2	Environmental working group formally established, co-ordinator appointed			
3	Initial review carried out			
4	System for monitoring legislation in place			
5	Action plan quantifying short-term targets			
6	Long-term objectives set			
7	Staff motivational campaign and training programmes in place			
8	Guests kept informed of environmental programme			
9	Involvement with local community over environmental actions			
10	Environmental audit to measure progress towards targets			
SUB-TOTALS				
ENERGY		**24 POINTS — SECTION 2**		
11	Energy co-ordinator and/or committee established to champion efficiency			
12	Energy policy and guiding management practices prepared			
13	Electricity purchased from renewable energy supplier			
14	Review of energy use carried out, opportunities for savings identified			
15	Opportunities for phasing out fossil fuel use identified and implementation programme in place			
16	Current performance assessed against industry benchmarks			
17	Staff in all departments trained in energy-efficient practices and correct use of appliances			
18	Regular house tours conducted to identify where energy efficiency can be improved			
19	Capital expenditure projects with good payback reviewed and in progress			
20	Routine established for monitoring consumption regularly			
21	Targets set for reduced consumption			
22	Consumption compared with previous targets			
23	Corrective actions taken when targets not met			
24	Installation of sub-meters for all departments			
25	Electricity costs charged to departments			
26	Regular efficiency checks of major energy consuming items (boilers, chillers, etc.)			
27	Schedule for replacement established for all energy-consuming equipment			

CONTINUED/...

APPENDIX 2
.../continued

		Issue not applicable	Complete	Incomplete
28	HVAC plant and other equipment regularly maintained			
29	HVAC controls operate equipment in accordance with actual loads			
30	Energy-efficient lighting installed throughout			
31	Timers, motion detectors for selected lighting circuits installed			
32	Kitchen energy efficiency measures in place			
33	Laundry equipment maintained and operated correctly, run at full load and shut down when idle			
34	Opportunities for efficiency improvements in laundry assessed and measures in place (e.g. heat recovery techniques)			
	SUB-TOTALS			

WATER

18 POINTS — SECTION 3

water conservation

		Issue not applicable	Complete	Incomplete
35	Staff training to minimise waste of water by housekeeping, catering staff etc. carried out regularly			
36	Installation of sub-meters for all departments			
37	Water costs charged to departments and consumption monitored against each department			
38	Water use compared with industry benchmarks			
39	Targets set for reduced consumption			
40	Consumption compared with previous targets			
41	Corrective actions taken when targets not met			
42	Installation of low-flow fittings (taps and showerheads) and sensors and timers to reduce water waste			
43	Installation of low-flush WCs or devices to reduce no of litres per flush			
44	Assessment of opportunities to save water in laundry (e.g. recycling of grey water)			
45	Towel reuse programme (guests opt not to have towels changed daily) in operation			
46	Bed linen reuse programme (guests opt not to have sheets changed daily) in operation			
47	Washing machines and dishwashers run only when fully loaded			

water quality and waste water treatment

		Issue not applicable	Complete	Incomplete
48	Relevant drinking water quality standards and codes identified and met			
49	Relevant waste water quality standards and codes identified and met (e.g. discharge consents, water testing etc.)			
50	Precautions taken to ensure no *Legionella* contamination (cooling towers/ showers etc.)			
51	Six monthly tests for *Legionella* bacteria carried out and passed			
52	Grease traps in place in kitchen sinks			
	SUB-TOTALS			

		Issue not applicable	Complete	Incomplete
WASTE		**8 POINTS — SECTION 4**		
53	Waste reduction/recycling committee established			
54	Comprehensive review of type and quantity of waste produced			
55	Waste management plan with targets for reduction, re-use and recycling			
56	Aluminium and other metals recycled			
57	Glass recycled (or re-used)			
58	Plastics recycled (or re-used)			
59	Paper and cardboard recycled			
60	Organic waste composted			
	SUB-TOTALS			
AIR		**11 POINTS — SECTION 5**		
external and internal air quality				
61	Actual and potential sources of external air pollution identified			
62	Measures in place to remove external air pollution at source			
63	Actual and potential sources of indoor air pollution identified			
64	Measures in place to remove indoor air pollution at source			
65	Refrigeration manager and/or team appointed and plan for containment, conversion or replacement in place			
66	Boilers etc. serviced regularly to ensure efficient combustion where fossil fuels are burned on site			
67	Actions taken to reduce emissions from vehicles			
68	Safe systems for handling, storage and use of paints and solvents			
69	Adequate ventilation of WCs, kitchen and laundry			
noise				
70	Summary of known noise problems prepared, sources identified and analysed			
71	Actions taken to remove problems			
	SUB-TOTALS			
FOOD SAFETY		**6 POINTS — SECTION 6**		
72	QA manager appointed			
73	Staff trained in principles of food safety and hygiene (e.g. hand washing, correct storage and handling of food items)			
74	Food items correctly stored in refrigeration equipment			
75	Correct procedures followed for cooking and chilling			
76	Correct practices followed for thawing			
77	Regular disinfection carried out of all food preparation areas			
	SUB-TOTALS			

		Issue not applicable	Complete	Incomplete
	PURCHASING AND SUPPLY CHAINS	**10 POINTS — SECTION 7**		
78	Purchasing policy and supply chain management programme introduced			
79	Life cycle costing used in preference to price-based decision-making			
80	Availability of environmentally preferable and socially responsible alternatives assessed			
81	Supplier questionnaire introduced			
82	Preference given to products with eco and/or fair trade labels			
83	Preference given to items produced locally			
84	Preference given to products with minimal packaging			
85	Preference given to products which can be recycled			
86	Preference given to organic food items			
87	Products purchased in bulk where possible to reduce transport and packaging			
	SUB-TOTALS			

		Issue not applicable	Complete	Incomplete
	HAZARDOUS MATERIALS	**13 POINTS — SECTION 8**		
	stored fuels			
88	Inventory and survey of condition of fuel storage systems carried out			
89	Regulatory requirements and organisational standards identified			
90	Corrective actions implemented			
	cleaning and other chemicals			
91	Records kept of chemicals being used and policy for phase-out of hazardous substances initiated			
92	Environmentally preferable alternatives assessed and replaced. Any 'blacklisted' chemicals disposed of appropriately			
93	Appropriate procedures for storage, handling, use and disposal followed			
	pesticides and herbicides			
94	Records kept of type and quantity of pesticides and herbicides in use			
95	Environmentally preferable alternatives identified and replaced			
96	Appropriate procedures used for storage, handling, use and disposal followed			
	asbestos			
97	Inspection carried out to identify presence of asbestos and its condition			
98	Asbestos management plan implemented			
	polychlorinated biphenyls			
99	Equipment inspected to identify presence of PCBs			
100	Removal and disposal by appropriate specialist carried out			
	SUB-TOTALS			

Copy your sub-totals across to the Summary Review table shown in **APPENDIX 3**.

APPENDIX 3 Calculating your performance percentage

Copy the totals from the Key Issue Review Table in **APPENDIX 2** to calculate your overall percentage rating.

	Total number of issues	Number not applicable	Number completed
ENVIRONMENTAL POLICY AND SYSTEM	10		
ENERGY	24		
WATER	18		
WASTE MANAGEMENT	8		
AIR	11		
FOOD SAFETY	6		
PURCHASING AND SUPPLIERS	10		
HAZARDOUS MATERIALS	13		
TOTALS	**100**	=Ⓐ	=Ⓑ

The total number of key issues listed here is 100.

If all are applicable in your hotel, then the number you have completed represents your percentage achievement.

i.e. PERCENTAGE ACHIEVEMENT = Ⓑ _____ %

But if not all apply (for example, because you have no laundry), then the percentage achievement should be re-calculated as follows:

Number of key issues listed _____ **100**

Number which do not apply Ⓐ _____

Number of applicable actions = $100 - $ Ⓐ _____

Total completed Ⓑ _____

$$\text{PERCENTAGE ACHIEVEMENT} = \left(\frac{100 \times Ⓑ}{100 - Ⓐ} \right) _____ \%$$

If you want to take the relative importance of each environmental issue into account, you can use the weightings given in **FIGURE 1.3**.

APPENDIX **4** — Sample audit tables

The following audit tables include the main environmental impacts for hotels, though they are not exhaustive. Be wary of setting targets that address too many impacts or are too demanding – it would be unusual to see targets for every point in the tables.

NOTE: See the conversion tables in **SECTION 12.2** if you are using different units of measurement.

⚙ ENERGY: ANNUAL ENERGY CONSUMPTION — SECTION 2

Item consumed	Previous year	Current year	Year-on-year reduction (amount)	Year-on-year reduction (%)	Target for reduction	Achieved target? ✗ / ✓
Electricity (kWh)						
Gas (mains) (kWh)						
Gas (bottled)						
Oil (l)						
Diesel (l)						
Biofuel (l)						
Other						

≈ WATER: ANNUAL WATER CONSUMPTION — SECTION 3

Item consumed	Previous year	Current year	Year-on-year reduction (amount)	Year-on-year reduction (%)	Target for reduction	Achieved target? ✗ / ✓
Steam/hot (kWh)						
Steam (kWh)						
Water (m³)						
Other						

APPENDIX 4
.../continued

♻ WASTE: ANNUAL WASTE CONSUMPTION SECTION 4

[a] monitoring annual waste volume

Annual waste (metric tonne)	Previous year	Current year	Year-on-year reduction (amount)	Year-on-year reduction (%)	Target for reduction	Achieved target? ✗ / ✓
Sorted						
Unsorted						

[b] monitoring annual percentage of materials recycled

Annual waste (metric tonne)	Previous year	Current year	Year-on-year increase (amount)	Year-on-year increase (%)	Target for recycling	Achieved target? ✗ / ✓
Aluminium (cans and foil)						
Other metals						
Glass						
Plastic						
Organic (food waste)						
White paper						
Mixed paper						
Cardboard						
Other						

♺ AIR: PURCHASE (USE) OF SUBSTANCES THAT CREATE EXTERNAL AND INTERNAL AIR EMISSIONS SECTION 5

Annual quantities purchased (kg)	Previous year	Current year	Year-on-year reduction (amount)	Year-on-year reduction (%)	Target for reduction	Achieved target? ✗ / ✓
HCFCs						
HFCs						
HCs						
Ammonia						
VOCs (itemise by product)						
Other						

APPENDIX 4
.../continued

PURCHASING AND SUPPLIERS: MONITORING THE SWITCH TO ENVIRONMENTALLY PREFERABLE PRODUCTS: PERCENTAGE OF PURCHASES COVERED

SECTION 7

For each of these items, ask whether you are purchasing products that conform to internationally accepted labelling schemes that guarantee they have been produced with least environmental impact throughout their life cycle.

Purchases (state applicable unit of quantity)	Previous year (%)	Current year (%)	Current target (%)	Achieved target? ✗ / ✓
Energy-efficient appliances				
Locally-produced food and products				
Furniture – wood from sustainable sources				
Biodegradable toiletries				
Phosphate-free detergents				
Reusable napkins, cups, dry-cleaning covers				
Oxygen bleaches				
Ozone-friendly aerosols				
Organic fertilisers and biocides				
Recycled paper				
Other items made from recycled materials				
Returnable bottles				
Other				

HAZARDOUS MATERIALS

SECTION 8

monitoring reduction in use of hazardous materials

Yearly quantities (itemise by product and state unit of quantity)	Previous year	Current year	Year-on-year reduction (amount)	Year-on-year reduction (%)	Target for reduction	Achieved target? ✗ / ✓
Cleaning chemicals						
Pesticides						
Herbicides						
Other						