

# ENVIRONMENTAL MANAGEMENT FOR HOTELS

THE INDUSTRY GUIDE TO SUSTAINABLE OPERATION

## 7 PURCHASING AND SUPPLY CHAINS

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**This manual was published in 2014 when Sustainable Hospitality Alliance was known as International Tourism Partnership (ITP), part of Business in the Community (BITC).**



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# 7

## PURCHASING AND SUPPLY CHAINS

*This section examines why it is important to consider environmental and sustainability issues as part of all your purchasing decisions and how to put in place a programme for sustainable supply chain management.*

### 7.1 THE ISSUES

Twenty-five years ago when we purchased products or services we gave little thought to what effect our decision would have on the planet or the lives of people who populate it. The only criteria were whether what we were buying was 'fit for purpose' and issues such as quality, effectiveness, value for money, design and product lifespan. These considerations are still as important as ever, but now the process is complicated by the fact that because environmental and socio-economic issues



feature more and more in our lives, we have a moral and ethical obligation to factor them into our decisions about what we buy.

A sustainable procurement policy is a key part of managing the direct environmental effects of your hotel. You will also be helping to influence the environmental behaviour of your suppliers which will, in turn, help to shape a more sustainable way of life for everyone. Hotels everywhere rely on suppliers of goods and services in order to satisfy the needs and desires of their guests. The process involves millions of individuals and businesses all acting as links in a 'chain' to provide their customers with what they need, the ultimate customer being the end-user. The introduction of responsible purchasing practices into the supply chain is known as sustainable supply chain management (SSCM).

Hotel accommodation is itself a link in the overall tourism supply chain. This chain includes advertising, sales and marketing, airlines, trains and coaches, ground transport and handling, excursions and attractions, cultural events, suppliers of crafts, catering, food and furniture – to name a few. In recent years tour operators have also embraced SSCM. This means that the hotels that supply tour operators with accommodation will themselves increasingly be subject to SSCM criteria.

Initially, some of your suppliers may be concerned that your supply chain management programme may impact negatively on their bottom line. However, in many (if not most) cases, sustainable initiatives driven by customers have a positive financial effect on suppliers too, particularly through resource and packaging savings and the creation of less waste.

## 7.2

### WHY INTRODUCE SUSTAINABLE SUPPLY CHAIN MANAGEMENT?

Selecting products and services on the basis of the lowest cost provider is not necessarily in the best long-term interest of your enterprise. There are numerous benefits to hotels in introducing a responsible purchasing strategy:

- a As a key part of the **tourism supply chain**, hotels will come under increasing pressure from tour operators and individual customers to practice sustainable procurement policies.
- b The potential for **lower operating costs** through more efficient use of energy and water resources and reduced waste disposal costs.
- c **Reduction of risk** by avoiding suppliers with a doubtful track record on environmental and social issues.
- d The formation of **better relationships with suppliers** which will encourage their continued loyalty and service.
- e Increased **security of supply** of the goods or service through the ability to negotiate long term contracts and a better negotiating position (i.e. increased purchasing power).
- f A better **relationship with the community** whose economy you are supporting by purchasing locally.



- g You will be helping to create a stronger destination with a more **authentic 'local' atmosphere** by supporting local workers and keeping traditions alive.
- h It will help **enhance your reputation** and improve **customer loyalty** – creating a market advantage for new and repeat business.
- i You will be able to demonstrate to all your **stakeholders** the importance you place on sustainability issues.

## 7.3 PRINCIPLES OF RESPONSIBLE PURCHASING

### 7.3.1 Key principles

The essential principles that you will need to follow in order to practise more sustainable supply chain management are to:

- a **Reduce consumption** and buy only what you really need.
- b **Source** products and services locally wherever possible to encourage local business and craftspeople, create 'authenticity' and cut down on the energy used for transport and distribution.
- c Purchase products with **less environmental impact** in their manufacture, use and disposal.
- d Buy products **in bulk** to reduce the amount of packaging and the energy used for deliveries – the product is also likely to cost less too.
- e Reduce, reuse and recycle **packaging**. By 'pre-cycling', i.e. giving preference to responsible products with less packaging, you simplify your own recycling and disposal operations and reduce the amount and toxicity of the waste you have to dispose of.
- f Work with **growers and suppliers** locally to overcome the necessity to import, and where imports are essential import **'fair trade' products**.
- g Ensure that all suppliers adhere to **safe and ethical** working practices.

### 7.3.2 Life cycle analysis

You can build up a detailed picture of the environmental impact of the products you purchase by asking questions relating to each stage of the product's life cycle from 'cradle' to 'grave'. This enables you to find out what environmental impacts arise from extracting the raw materials, manufacturing the product, transporting it, using it and disposing of it. The simple life cycle assessment checklist in **FIGURE 7.1** shows the main points to raise with suppliers across each of these stages and will help you form a view as to where the key impacts lie for a given product. You can adapt it to suit your particular situation or the products that you wish to compare. Work through the questions relating to each stage of the life cycle and use the right hand columns to tick the answers and note any specific issues that are of concern. When you have completed the questionnaire, count the number of ticks that appear in the shaded boxes. Products with the greatest number of ticks in the shaded boxes satisfy the greatest number of environmental and sustainability criteria.



PRODUCT:		MANUFACTURER:				
Stage of life cycle	Questions to ask about life cycle issues	Tick as applicable			Problems identified	
		No	Yes	N/A		
RAW MATERIALS	Do any of the raw materials involve environmentally sensitive issues?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	If so, have appropriate measures been taken to minimise environmental problems?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Do they damage the local environment when they are extracted?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Does extraction require a high energy input?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Are long distances involved in transporting raw materials or inefficient modes of transport of materials involved? (e.g. road or air versus train)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Does the product contain any recycled or post-consumer waste?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Were any exploitative practices such as child labour or poor rights/safety for workers involved?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
MANUFACTURE	Does the manufacturer have an environmental policy and programme in place?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Does the manufacturing process involve high energy input?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Is current, energy-efficient equipment in use?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	If waste is produced, have efforts been made to reduce it?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	If the generation of liquid effluent is involved, is the supplier working to reduce this?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Are solvents, glues, chemicals, varnishes, paints or other finishes (e.g. chrome) used that are toxic or pollute the air?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Are any heavy metals released during manufacture?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	If refrigerants (e.g. CFCs, HCFCs, HCs) are used are they the least environmentally damaging?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Is waste or effluent recovered for re-use in the process or for recycling?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Are any exploitative practices such as child labour or poor rights/safety for workers involved?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Does the manufacturer offset the carbon emissions created during production?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Does the product carry an ecolabel or other guarantee that it has been responsibly produced?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	TRANSPORT AND DELIVERY	Will the product have to travel a long distance from the manufacturer/supplier to the hotel?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Is the most efficient mode of transport being used over this distance?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Are any hazards created during transport?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Have efforts been made to minimise packaging?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Will the supplier collect used packaging to re-use/recycle?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
USE	Does the product have a good energy efficiency rating?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Does it minimise water consumption?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Does it have a negative effect on indoor air quality?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Will replacement parts have to travel a long distance?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Will it give long service before it needs replacing?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
DISPOSAL, REUSE AND RECYCLING	Does the product pose a threat to the environment at the end of its useful life?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Are there any special requirements for safe disposal that you doubt can be properly met?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Can you re-use all, most, or some of the material or components?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Can you recycle all, most, or some of the material or components?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Is it possible to return the product to the supplier for recycling or reuse?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>TOTALS</b>	<b>NUMBER OF SHADED BOXES TICKED OUT OF 34:</b>	<input type="text" value="10"/>	<input type="text" value="10"/>	<input type="text" value="14"/>	<b>ADD TO GIVE GRAND TOTAL</b> <input type="text" value="34"/>	

FIGURE 7.1

Checklist for comparing life cycle impacts between products



### 7.3.3 Life cycle costing

Life cycle costing takes into account the total costs of a purchase decision, not just the initial price. It considers:

- the initial purchase/commission cost
- the running costs
- the maintenance costs
- the ultimate disposal costs.

This approach will enable you to compare the true cost of different products. It also means that products with a lower environmental impact are not rejected early on simply because the initial price is higher.

### 7.3.4 Other aspects to consider

The following considerations also need to be borne in mind when making purchasing decisions to support your responsible purchasing principles:

#### a QUALITY

Buy the highest quality you can afford and have items repaired and serviced when necessary. Whether the products are linens, uniforms, office equipment, furniture and fixtures or operating equipment, this is often more economically sound in the long run and reduces use of materials and the creation of waste.

#### b SIMPLICITY

This applies to both food and equipment. The more refined or processed the food, the more energy it takes to produce it. Some models of office equipment and appliances come with more extras than you really need, making them more expensive and unnecessary.

#### c ENERGY-EFFICIENCY

Energy-efficient appliances, lamps and air-conditioners for example may cost more initially but will save the hotel money in the long term. Always ask your supplier for the energy efficiency rating of the equipment you are purchasing.

#### d RECYCLED OR RECYCLABLE PRODUCTS

When possible, buy products made from recycled materials or which are themselves recyclable.

#### e CONSIDER RENTING INSTEAD OF BUYING

It is not always necessary to purchase items that are used only once or twice a year. Certain tools such as chain saws, marquees and portable dance floors are all things that can be hired from other companies. However, you need to be confident that the hire company will be able to deliver if it is a busy time of year and demand is high.

#### f ENCOURAGE IMPROVEMENT

If you are avoiding a product or service because of its negative environmental impact, write to the company and urge them to improve or develop an environmentally preferable alternative.

#### g BEWARE EXAGGERATED CLAIMS BY SUPPLIERS

Make sure that something sold as 'environmentally friendly' is genuinely better for the environment. Look beyond the claims to assess whether the product or service lives up to how it is being promoted.





**h FAVOUR PRODUCTS WITH AN INDEPENDENT ENVIRONMENTAL CERTIFICATION**

Look for independent endorsement that the product is sustainably produced. There are many 'ecolabels' to help guide you which have tested and compared the product against alternatives in the market. **SEE FIGURE 7.2**

**i AVOID 'DISPOSABLE' PRODUCTS**

Items sold as 'disposable' can be thrown away, but they don't disappear. Unless they are biodegradable or can be recycled at the end of their life they only add to the accumulation in landfills. There are environmentally preferable alternatives to virtually all disposable purchases.

**7.3.5 Ecolabels and certification schemes**

**SECTION 4 APPENDIX 1** lists products that are commonly purchased (and disposed of) in hotels. You will also find a list of typical furniture, fixtures and fittings in **APPENDIX 1** of this section. You will need to draw up your own list according to what you buy at your hotel including potentially hazardous materials, such as dry-cleaning fluids, de-scaling chemicals and swimming pool chemicals.

Once you have established a full list of products that you purchase, you will be able to identify the life cycle impacts for each one and any remedial action that needs to be taken. In some cases this may require long-term financial commitment, so the results of your product analysis will need to be fed into your long-term budgeting.

## 7.4 IMPLEMENTING RESPONSIBLE PURCHASING IN YOUR HOTEL

**7.4.1 Where to start**

Supply chain management should become **part of your hotel's philosophy and policy** and should underpin its responsible business objectives. You will need to:

- have a **clear sense** of what you want to achieve
- **motivate** staff so they are behind it
- **evaluate** your suppliers against your policy on a **continuous basis**
- **set priorities and act** on the policy by integrating it into your procurement activities.

**7.4.2 Commitment and awareness**

- a Assemble a team** of people from all relevant departments, particularly staff responsible for purchasing and restocking. You might **invite key suppliers** to participate in the policy and planning stages.
- b Communicate** your aims and objectives in order to achieve 'buy in' and engagement from all staff and management.
- c** Appoint a member of staff who will act as the **co-ordinator** for the programme.
- d** Determine whether **external stakeholders** should be involved – for example local authorities in charge of waste collection and disposal.





### 7.4.3 Developing a supply chain policy

- a Develop a **policy statement** that explains your vision and can be understood by suppliers and staff. **Prioritise** it into the issues that are most important for your hotel.
- b **Discuss** the policy with staff and invite their input for how best to implement it throughout the business.
- c **Draw up a list** of all the goods and services that your hotel buys in.
- d Identify **opportunities to improve** the sustainability of these goods and services. If you are unsure about how to do this, consult with suppliers and/or similar companies who may have been through the same process.

### 7.4.4 Establishing a management system

- a Develop **strategic goals** to aim for so you can integrate the programme into your business.
- b Agree on the **targets** you wish to achieve, linking them to your policy. These should be realistic, specific, measurable, achievable and have a specific deadline by which they are to be met.
- c Select a **sample of suppliers** for assessment (based on categories such as type/spend/scope for improvement/risk etc.).
- d **Prioritise the list** into areas and timeframes so that you can split the programme into **manageable sections**.
- e **Establish standards** against which you can evaluate suppliers. You should identify a minimum level of acceptable performance and the level you wish suppliers to attain. Bear in mind the different kinds of supplier involved and your local conditions.
- f Set up a **database** so that information can be **accessed internally** and **used easily** by all team members. This might need to be integrated with **existing databases** such as environmental, health and safety (EHS) or purchasing systems.

### 7.4.5 Consulting with and assessing your suppliers

- a **Explain** the policy and what you are aiming to achieve to your suppliers. Visit them and let them visit you. Use **face-to-face** meetings, briefing sessions and workshops rather than sending impersonal letters or emails. Your commitment to the programme will be judged by the effort you put into it.
- b **Establish levels of awareness** among suppliers of the environmental and socio-economic issues relating to their products and services, including challenges, threats and opportunities for success.
- c If you are compiling a **questionnaire** for suppliers you need to think carefully about what you want to achieve so that you can ask the right questions of your suppliers and not overload them with information gathering.
- d **Be clear** with them about the **information you require** and also how you intend to use it.
- e Conduct an **assessment** of your suppliers, taking into account:
  - **qualitative** performance aspects (via for example a simple survey requiring yes/no responses or on a sliding scale of values (say -5 for poor and +5 for good))
  - **quantitative** data on resource consumption and waste generation etc.



- f **Evaluate** the information you have collected and establish which of the suppliers are significant in terms of having above or below average performance in relation to your standards.
- g If a supplier **does not meet your criteria**, ask whether they can supply a suitable **alternative product** or **modify their service** at a similar cost.
- h Find out how your suppliers **select their suppliers** so that you can examine further along the supply chain and help them develop a fully sustainable supply chain in the future.

#### 7.4.6 Defining your work programme

- a You will need to draw up a programme of work based on the results of the supplier assessments (**SEE FIGURE 7.2**). This should include:
  - a **timetable**
  - a **budget**
  - an estimate of the **influence** on the company
  - details of who is **responsible** for what.
- b **Prioritise** the action plan to focus on specific groups of suppliers (such as those that have the greatest impacts based on your assessments).
- c You might want to concentrate first on the things that are **easiest to change** and/or which are **without cost**.

#### 7.4.7 Monitoring and reporting on progress

- a Define the **indicators** you will use to monitor the performance of your suppliers against the standards you have set.
- b **Meet regularly** with suppliers to **assess progress** and **anticipate problems**.
- c **Communicate results** internally, recognising everyone's input in order to **maintain awareness, motivation** and **commitment**.
- d If you are **reporting publicly** through a sustainability report or within your annual report, communicate the results to your suppliers first.
- e Your system should enable you to **assess** suppliers' sustainability performance. This could be achieved through members of the team making a special visit to audit progress.

#### 7.4.8 Helping suppliers meet your goals

- a **Maintain awareness** by **encouraging** and **communicating feedback** to and from suppliers.
- b Provide information so that suppliers can develop **their own internal communications**.
- c Partner with **external organisations** such as local or regional business associations and training institutes that may be able to **reinforce your efforts** through their own programmes.
- d Assess whether any suppliers require **technical support** or advice on **relevant legislation** and set targets for improvement.
- e Identify with them any **actions and solutions** that may be appropriate. This might include facilitating in-house workshops or identifying external specialists who can provide further education and training.



Supplier type	Company name	Meets criteria?	Action required	By when?	Person responsible	Date achieved	Follow up required	Target date	Cost
Cleaning chemicals	Ecofriendly Cleaning Chemical Corp	Good	Work with supplier to reduce quantities required. Install automatic dosing equipment	20/12/15	Pedro Perez	14/12/07	Further staff training in two months' time	14/2/15	USD 600.00
	Cleaning Chemical Solutions	Poor	Investigate whether they can supply alternative floor cleaner or modify formulation	18/10/15	John Smith	18/10/15	Cannot modify formulation. Investigate alternative suppliers	23/11/15	nil

FIGURE 7.2

Example of a simple supplier action plan



- f In encouraging small local businesses, make sure you **understand the issues** that stand in the way of their success. For example, small, start-up enterprises may not have working capital and may need paying in cash on delivery. They may not have proper access to customers to help their business develop and may need help to promote their services or showcase their products to customers.
- g **Recognise and reward** suppliers for their sustainability improvements in order to **maintain momentum** and **support** for your programme. This can include creating incentives such as:
  - **special events** for suppliers where the better performers are showcased to inspire others
  - making the best performers your **preferred choice** when contracting
  - giving **additional promotion** to suppliers that have made significant improvement
  - **longer-term** contracts offering them greater security.

### 7.4.9 Incorporating the policy into contracts

- a The ultimate aim is to **integrate sustainability criteria** into your **purchasing and contracting procedures** to support your overall sustainability objectives.
- b Agree on the internal approach and **procedures** required for **drafting clauses** in contracts, ensuring that all legal considerations are properly covered. It may be necessary to train your staff on contracting procedures for sustainability issues.
- c In **rewriting contracts** to address sustainability issues, set minimum **baseline requirements** that all suppliers must comply with (such as having their own policy for socio-economic and environmental issues).
- d Set **additional milestones** that suppliers can aspire to which are **realistic and achievable**. Link their achievement into **incentives** such as those outlined in 7.4.8.
- e Incorporate supplier sustainability issues into your **existing supplier review process**.
- f Agree on the mechanisms to be used when suppliers **fail to meet requirements**. Depending on the seriousness of the issue, these may range from identifying additional technical support to the suspension of their contract.
- g If you do have to suspend a supplier, **revisit the situation** in a few months' time to see whether they have taken corrective action.
- h **Allocate responsibilities** for updating standards, support materials and databases and co-ordinating training for suppliers and staff. You will also need to identify the individuals responsible for co-ordinating the monitoring, auditing and verification processes and providing progress reports.



## 7.5 TIPS FOR SUCCESS

- **Communication** is the key to success. Be **regular, clear, straightforward, fair and transparent** in your communications both with suppliers and internally.
- Ensure that your **policy is reflected in your purchasing** decisions or it will undermine the credibility of your programme.
- Aim for an **inclusive** rather than exclusive **approach** – i.e. do not just stop using suppliers who do not meet your standards, but try to help them comply with your requirements and ultimately raise sustainability levels throughout the supply chain.
- **Do not be over-ambitious.** Work with a few suppliers at a time to achieve **continuous and measurable** improvement over time rather than overnight transformation.
- Remember that you may be able to **learn** as much (if not more) from your suppliers about sustainability as you are able to tell them.
- **Listen** to your suppliers and be prepared to **work with them to help them improve** over time. They may have **different priorities** and/or **capacities for improvement** and may not be able to improve at the same rate.
- When you are **trying out new suppliers**, ensure that they will be able to meet any specifications and deadlines you may have.
- If you are using **certification schemes** as a means of identifying sustainable suppliers, check that the standards and criteria of the scheme is in line with the objectives of your supplier policy.
- Ensure that any sensitive or **confidential material** in your supplier database remains confidential.
- Where **too few suppliers** are able to meet your minimum requirements, consider **working with other hotels** and **tourism associations** in the area to help raise overall standards within the destination and to create a greater pool of suppliers to draw upon.
- Monitor the **response and enthusiasm** of suppliers and **identify successes** and difficulties so that each year you can improve the process.



## 7.6 MORE INFORMATION

### 7.6.1 Contacts

1. **Oxford Brookes University – Centre for Environmental Studies in the Hospitality Industry (CESHI)**  
<http://hospitality.brookes.ac.uk>
2. **International Centre for Responsible Tourism**  
[www.icrtourism.org](http://www.icrtourism.org)
3. **International Labour Organization**  
[www.ilo.org](http://www.ilo.org)
4. **Tour Operators Initiative for Sustainable Tourism Development (TOI)**  
[www.toinitiative.org](http://www.toinitiative.org)
5. **US Environmental Protection Agency**  
[www.epa.gov](http://www.epa.gov)
6. **US Green Building Council**  
[www.usgbc.org](http://www.usgbc.org)

### 7.6.2 Resources

1. **A Practical Guide to Good Practice: Managing Environmental and Social Issues in the Accommodations Sector**  
[www.toinitiative.org/index.php?id=146](http://www.toinitiative.org/index.php?id=146)
2. **EcoBusinessLinks: Environmental Directory**  
[www.ecobusinesslinks.com](http://www.ecobusinesslinks.com)
3. **Ecospecifier**  
[www.ecospecifier.org](http://www.ecospecifier.org)
4. **Ethical superstore**  
[www.ethicalsuperstore.com](http://www.ethicalsuperstore.com)
5. **Good Environmental Choice Products Register**  
[www.aela.org.au/ProductsRegister.htm](http://www.aela.org.au/ProductsRegister.htm)
6. **Greener Choices Ecolabels Center**  
[www.greenerchoices.org/eco-labels/eco-home.cfm?redirect=1](http://www.greenerchoices.org/eco-labels/eco-home.cfm?redirect=1)
7. **Considerate Hoteliers**  
[www.consideratehoteliers.com](http://www.consideratehoteliers.com)
8. **Green Travel Market**  
[www.greentravelmarket.info](http://www.greentravelmarket.info)
9. **US Green Building Council – Leadership in Energy and Environmental Design (LEED) Rating System For Commercial Interiors**  
[www.usgbc.org](http://www.usgbc.org)
10. **Making Tourism Count for the Local Economy in Dominican Republic: Ideas for Good Practice**  
[www.odi.org.uk/sites/odi.org.uk/files/odi-assets/publications-opinion-files/1945.pdf](http://www.odi.org.uk/sites/odi.org.uk/files/odi-assets/publications-opinion-files/1945.pdf)
11. **Supply Chain Engagement for Tour Operators – Three Steps Toward Sustainability**  
[www.toinitiative.org/index.php?id=145](http://www.toinitiative.org/index.php?id=145)
12. **Green Hotelier Know How Guides**  
[www.greenhotelier.org/category/know-how-guides/](http://www.greenhotelier.org/category/know-how-guides/)
13. **International Tourism Partnership, Sustainable Supply Chains 2006**  
[www.greenbiz.com/sites/default/files/document/CustomO16C45F69314.pdf](http://www.greenbiz.com/sites/default/files/document/CustomO16C45F69314.pdf)
14. **Working with Suppliers for Sustainable Development - Tour operator practices and recommendations**  
[www.fto.co.uk/responsible-tourism/sustainability-guidelines/](http://www.fto.co.uk/responsible-tourism/sustainability-guidelines/)



## APPENDIX 1

## Furniture, fixtures and fittings (FFF)

The term furniture, fixtures and fittings (FFF) refers to the thousands of items purchased to fit out hotels – prior to opening, during refurbishment or simply as part of the ongoing operation. It does not include consumable items such as food and drink, newspapers or guest amenities.

## WHAT ARE THE ISSUES?

All furniture, fixtures and fittings have socio-economic and environmental impacts associated with their manufacture, use and disposal. By considering these issues as part of the purchasing process, you can greatly reduce your overall environmental impact and make a positive contribution to sustainability.

Issues to consider throughout the product's life cycle may include some or even all of the following, where applicable:

- whether the raw materials are responsible for any negative environmental effects
- that the manufacturer makes every effort to be resource-efficient in the use of energy and water and reduction of waste
- that the manufacturing process does not involve any human rights injustices
- that no toxic or otherwise harmful or polluting substances are involved either during manufacture or which could affect indoor air quality during the product's life
- that the manufacturer employs from the local community to develop skills and retain traditional techniques and underpin the local economy
- that the manufacture offsets their CO<sub>2</sub> emissions through a reputable carbon offsetting organisation
- that as few miles as possible will be involved in delivering it from its place of manufacture to the point of use, using the most efficient method of transport
- that the product is as water and waste efficient as possible during use
- that it carries a recognised ecolabel
- that the product's components can be recycled at the end of its useful life.

**FIGURE 7.3** overleaf lists typical FFF items purchased by hotels and some of the criteria you can apply in order to source more sustainable products.



## APPENDIX 1

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Item	Key criteria to apply
<b>Art and decorative items</b>	Support local artists and craftspeople by purchasing and/or displaying their work for sale
<b>Baths, basins and WCs</b>	Low impact in manufacture, low water consumption in use
<b>Boilers and HVAC equipment</b>	Aim for the highest energy efficiency rating possible. Only use models with the least environmentally damaging refrigerants (see Refrigeration equipment)
<b>Carpets (natural) and woven floor coverings</b>	Use natural wool or at least 80 per cent minimum wool content. Source as locally as possible. Even international companies are now working with local artisans to help develop sustainable communities. Coir, jute, seagrass and sisal are alternatives for certain areas and are biodegradable
<b>Carpets and carpet tiles (synthetic)</b>	Look for recycled content and suppliers that will take back and recycle the carpet at the end of its life
<b>Front office</b>	Should be made with local materials and labour if possible
<b>Electrical equipment</b> e.g. hairdryers, vacuum cleaners, irons, kitchen and office equipment etc.	Aim for the highest energy efficiency rating possible
<b>Electronic equipment</b> e.g. computers, TVs, mobile phones	Ensure that the supplier will take back for recycling at end of use. Ask for models that have energy-saving modes and use rechargeable batteries
<b>Fabrics and linens</b>	Use organic cotton and other natural fibres that do not involve use of pesticides; look for good employment and community practices by manufacturer. Stain-resisting and fireproofing finishes must have minimal impact on indoor air quality
<b>Faucets (taps), showerheads and other bath fittings</b>	Avoid chrome plating if possible as it is a toxic process (see metal items)
<b>Floor coverings (non-woven)</b>	Choose natural, breathable coverings that involve minimal use of glues and solvents and which minimise energy and water use in manufacture. Natural cork, linoleum, bamboo and reclaimed wood tend to have lower environmental impacts. Flooring made of recycled rubber tyres is another alternative
<b>Floor coverings (quarried products)</b>	Quarries are very energy-intensive. Either source natural stone, slate etc from local quarries or import from companies known to operate an ethical policy

FIGURE 7.3

Typical FFF items purchased by hotels



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**APPENDIX 1**  
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Item	Key criteria to apply
<b>Garden ornaments, pots and tubs</b>	Avoid planters made from lead. There are many different types of 'faux' lead planters made from fibreclay (a mix of clay and other natural materials). Try to select ornaments, urns and pots that are made locally
<b>Kitchen and food preparation equipment</b> e.g. ovens, hobs, microwave ovens, toasters, fat fryers, extractor fans, dishwashers, food processors, hot trolleys, waste disposal units	Select products with the highest efficiency ratings for energy and water consumption
<b>Light bulbs (lamps)</b>	Use compact fluorescent lamps in place of incandescent versions and new LED alternatives to dichroic lamps. Dispose of broken lamps carefully (SEE SECTION 8.5)
<b>Light fittings</b>	Give preference to products using wood from sustainable sources or other natural materials in preference to metal
<b>Metal items</b> e.g. radiators, door and window handles and fittings	Ensure that manufacturing processes are clean and minimise air emissions and water pollution. Avoid metals involving cadmium or cyanide-based plating, especially zinc, copper, brass, bronze and silver plating, chromium plating and lead and lead-tin plating if possible.
<b>Paints and varnishes</b>	Purchase water-based products with low or no emissions of volatile organic compounds (VOCs) in preference to oil-based paints, and select products which have been coated using the above
<b>Plastic items</b> e.g. waste bins, furniture	Look for products made with recycled content. Ask if they can be recycled after use
<b>Refrigeration equipment</b> e.g. chilled, frozen and ambient storage and ice-making machines	Look for a high energy efficiency rating and the latest, least environmentally damaging refrigerants (SEE SECTION 5)
<b>Upholstered items</b> e.g. sofas, padded chairs	See Wooden items and Fabrics and linens. Avoid foam products where chlorofluorocarbons (CFCs), hydrochlorofluorocarbons (HCFCs), hydrofluorocarbons (HFCs), or methylene chloride have been used as blowing agents
<b>Wallcoverings</b> e.g. wallpaper, tiles	Source breathable (i.e. not vinyl or PVC) products with recycled content if possible and which do not involve adhesives that compromise indoor air quality. Consider wall tiles made from recycled glass
<b>Wooden items</b> e.g. chairs, tables, desks, stools, wardrobes, doors, windows	Look for Forest Stewardship Council (FSC) or other certification guaranteeing sustainable re-planting and growing methods; use of indigenous species; no use of insecticides or fungicides; use of recycled or reclaimed wood. Avoid plywood that has been made using formaldehyde glues





## APPENDIX 2

## Sourcing organic food and drink products

For many people, buying organic food, wine and other products and eating at organic restaurants is part of their way of life. Sales of organic products are increasing globally by between 10 and 20 per cent each year. The sector accounts for about four per cent of the world's food and beverage market and is estimated to be worth about US\$40 billion.<sup>[1]</sup> Since your guests are likely to purchase organic produce and other items in their home and work lives, it is something you should consider offering them during their stay.

Many hotels and restaurants now serve meals and provide bathroom amenities prepared using organically produced ingredients. Products used in the hotel spa are likely to be organic and, in some hotels, even the sheets and towels are made using organic cotton.

Here are some suggestions of where to start if you are interested in sourcing organic products.

## WHAT DOES ORGANIC MEAN?

The term 'organic' is a legal definition and therefore all organic food production and processing has to be strictly controlled. Organic food is produced without the use of food additives (some of which are associated with conditions such as migraines and hyperactivity), chemical pesticides, genetically modified (GM) crops and antibiotics. Organic standards also place an emphasis on animal welfare and wildlife conservation.

All organic products must be certified by an approved organisation such as, for example, the **Soil Association** (based in the UK), **Sweden's KRAV** or **Australian Certified Organic**. The **International Federation of Organic Agriculture Movements (IFOAM)** is the worldwide umbrella organisation for the organic movement, uniting more than 750 member organisations in 108 countries. IFOAM participates in international agricultural and environmental negotiations with the UN and multilateral institutions to further the interests of organic agriculture worldwide. Its Organic Guarantee System (OGS) unites the organic world through a common system of standards, verification and market identity and fosters equivalence among participating IFOAM accredited certifiers, paving the way for more orderly and reliable trade whilst acknowledging consumer trust in the organic 'brand'.

## WHY SOURCE ORGANIC PRODUCE?

Many people 'buy organic' as part of a general desire for a greener lifestyle, knowing that organic production causes as little harm to the environment as possible. In the case of organically produced food and drink, many people believe it tastes better, is more nutritious and healthier, given the debates that continue regarding the use of food additives, pesticides and genetically modified (GM) organisms.

Organic products are not restricted to food. There are toiletries and beauty preparations, gardening, furniture and even cleaning products that are produced from organic raw materials.

An increasing number of hotels cater specifically for guests who wish to follow as organic a lifestyle as possible. Examples can be found in the directories of websites such as **BIO-hotels** ([www.biohotels.info](http://www.biohotels.info)) and **organicplacestay** ([www.organicholidays.co.uk](http://www.organicholidays.co.uk)).

[1] Source: Address by New Zealand's Minister of Agriculture, Biosecurity Fisheries and Forestry Jim Anderton at Organics Aotearoa as reported on [www.thepigsite.com](http://www.thepigsite.com) on 20 August 2007.