Pathway to NetPositiveHospitality

Protection and regeneration of nature

Protection and regeneration of ecosystems and biodiversity, both locally, and globally through the supply chain

Hotel operator

Click the links below to take you to the different stages.

1 | Starting – Measure and mitigate negative impacts

2 | Advancing – Minimise negative impacts and initiate positive impacts

3 | Accelerating – Neutralise negative impacts and build robust positive actions

4 | Leading – Give back more than you take

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Protection and regeneration of nature

1 | Starting

Measure and mitigate negative impacts

Outcomes:

Policy and initial action plan in place.

- Locally important ecosystems and wildlife has been mapped in collaboration with local organisations.

- The organisation is aware of, and complies with, existing local, national and international regulations and guidelines concerning wildlife interactions, including wildlife viewing.

- Menus are reviewed and any endangered species are removed.

Take ownership *[this section is the same for each topic]*

Designate a lead person for each activity and ensure other relevant employees are aware of their roles.

- Functions that are likely to be engaged:
    - engineering/maintenance
    - housekeeping
    - food and beverage
    - leisure facility teams
    - director of operations
    - HR
    - procurement

Review environmental legislation related to operating the building.

- e.g. required reporting.
- This can be incorporated into existing hotel legal management processes.
- Local or country-level governments should make information about relevant regulations accessible. There may also be local services which track requirements.
- Check if the corporate office or building owner have an existing list of legislation you can start from

Include senior leadership to make sure there is ownership and buy-in from the top-level.

- You may want to consider creating a council or other formal structure for their involvement.
    - Share information with senior leaders, including:
    - Why issues are important on the global level
    - What impact hotels can have on them
    - Regulatory requirements related to them
    - Potential benefits to be achieved by improving performance related to them

Raise awareness among internal stakeholders by introducing environmental and social sustainability training.

- Keep a record of levels and which courses have been taken.
- Training should include why the issues are important on the global level, how hotels impact the issue and ideas of simple actions that employees can put into practice. Check with your brand or owner to see if they have any training available that you could use.

Resources:
- *Employee engagement factsheet*

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Review the possibility for a monitoring system to track all environmental data in one location and monitor progress.

- First check if the corporate office or building owner have an existing Sustainability Management System (SMS) that should be used.

- There are various off-the-shelf options which can be purchased or subscribed to.

- Simple Excel trackers can also work well to track the data.

Resources:
- [*Utilities Tracker*](#)

Review and update governance procedures.

They should include:

- Sharing environmental performance updates in regular (e.g. monthly) leadership and team meetings.

- Evaluating environmental performance during employee reviews.

- Maintaining an up to date list of applicable legal requirements.

Engage stakeholders *[this section is the same for each topic]*

Conduct a stakeholder mapping to identify relevant stakeholders.

- These may include:
  - Municipal governments
  - NGOs
  - Conservation groups
  - Indigenous groups
  - Community groups
  - Coalitions
  - Destination groups
  - Suppliers and partners
  - Other local businesses
  - Customers

- Think about which stakeholders should be engaged immediately, and any which you intend to engage in the future.

- When engaging stakeholders, consider asking questions such as:
  - What element of the topic is the most important or relevant to you/the local area?
  - What element of the topic is the highest priority to address? Are there any elements of the topic which have become worse recently?
  - What are the main challenges preventing action being taken on the topic? What is needed to overcome these?
  - Do you have any strong examples of how others are taking action on the topic?

Resources:
- [*Community engagement factsheet*](#)

Find other hotels you can learn from.

- Connect through local hotel associations.

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Understand impacts and dependencies

1. **Review environmental impact including potential sources of pollution from noise, light, runoff, erosion, and air, water and soil contaminants.**

   Resources:
   - [*Natour Impact Survey*](#)

2. **Review menus for inclusion of endangered or at-risk species (examples include unsustainably fished seafood).**

   Resources:
   - [*IUCN Red List of Threatened Species*](#)

3. **Map out ecosystems and wildlife which are of local importance.**

   - Local organisations and experts can help.

4. **Take stock of the initiatives you are currently doing / have done for biodiversity protection and regeneration.**

   - You should consider:
     - How successful they are
     - If any challenges have emerged
     - Any learnings which might be useful for future initiatives
   - Review what you have done for any gaps / different areas which you may want to focus on.

Set targets

5. **Set hotel-level targets to improve management of biodiversity impacts local to your property.**

   - Check with corporate office and/or asset owner if they have set targets for the property.
   - Tips for setting targets:
     - Ensure they are [SMART](#).
     - Think long-term targets but include interim milestones. Longer-term reduction targets (e.g. targets spanning 5 or 10 years) provide an overarching sense of direction. However, it's important that regular (e.g. annual) milestones are set to help gauge continual progress.
     - Ensure your objectives align with the key impacts you have identified.
     - Use existing best-case examples to help define short-term goals. E.g. practices within individual departments that could become standard for all.

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    o Remember to consider baseline performance as a starting point and use benchmarking indexes (such as CHSB) to help determine reasonable targets.

Resources:

- *CHSB*

- *Section 1.5 of Environmental Management for Hotels*

- *The ultimate guide to SMART goals*

Take action

- Review available guidance to identify relevant actions.

- Liaise with the asset owner and corporate company (where relevant) to align plans and find out about their initiatives.

- The Net Positive Action Planner can help guide plans.

- Criteria for and operational environmental certifications can also be useful and, if achieved, can be used in communications with stakeholders.

- You should include:

    o Giving preference to green cleaning products.

    o Giving preference to items which are certified and responsibly sourced.

    o Removing endangered species from menus.

    o Simple behavioural activities and low-cost technical options to be executed in the short-term (e.g. payback in 1 year or less).

    o A headline plan for longer-term initiatives.

Resources:

- *Net Positive Action Planner*

- *Certification factsheet*

- *Sustainable Hospitality Alliance Resource Directory*

- *WBCSD Roadmaps to Nature Positive* (p12)

- *Nature Positive Travel & Tourism Toolbox*

6. **Determine and gather required resources.**

- Calculate employee time and funding needed for actions.

- Find and cost further support in areas where your current team and external partners lack experience.

- Review options for funding, including internal budgets and external investors/funding schemes. Consider allocating savings made through environmental initiatives to fund future initiatives.

- Create a business case for actions and share with decision makers for approval. Section 2.5 of Environmental Management for Hotels can help to evaluate capital investment.

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- Achieve internal sign-off from executive board/equivalent senior authority.

- Include time and funding in relevant budgets. Ensure CapEx and OpEx budgets and planning include fully costed measures.

- The business case should include:

  o Financial investment

  o Expected savings

  o Payback period

  o Other potential benefits (e.g. guest satisfaction improvements, compliance with legislation).

  Resources:
- *Section 2.5 of Environmental Management for Hotels*

- *Financing Net Positive Hospitality*

7. **Make procurement more responsible by giving preference to items which are certified or more efficient.**

   Resources:
   - *Responsible Procurement factsheet*

8. **Inform employees about objectives and their role in achieving them.**

   - Include information such as what the issue is, what role the industry has and what actions they can take to help achieve objectives.

   Resources:
   - *Section 1.6 of Environmental Management for Hotels*

   - *Employee engagement factsheet*

Monitor and report *[this section is the same for each topic]*

Review progress by comparing against previous performance and industry benchmarks (such as CHSB).

- Update KPI figures and compare them with the baseline to understand progress against previous performance.

- Take part in Green Lodgings Trend survey to benchmark implementation of initiatives. Liaise with the corporate office (where relevant) to avoid duplication.

  Resources:
- *CHSB*

- *Green Lodgings Trend survey*

Review benefits seen through actions.

- e.g. financial savings, increased guest satisfaction, better employee retention etc.

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Review challenges encountered along the way and plan solutions to implement.

- Include how to work more collaboratively with other stakeholders.

Update leadership on progress.

Inform guests and corporate customers of performance and activities by sharing information in hotel collateral and/or on menus/in rooms.

- Ensure communications are accurate and transparent to avoid greenwashing.
- Include information like KPIs, percentage reductions and key environmental initiatives implemented.

Resources:
- *Customer engagement factsheet*
- *How to Avoid Greenwashing*

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Protection and regeneration of nature

2 | Advancing

Minimise negative impacts and initiate positive impacts

Outcomes:

Application of policy, monitoring and oversight.

- The organisation provides and records in-kind or other support for biodiversity conservation in the local area.

- A local biodiversity / ecosystem impact baseline has been created.

- A local biodiversity management plan is in place on a hotel level. Properties are actively managed to support biodiversity conservation.

- Impacts on wildlife wellbeing are regularly monitored and addressed.

- The supply chain has been reviewed to identify products at highest risk of contributing to biodiversity loss (e.g. palm oil, cocoa).

- Alternatives have been found for products which contain endangered or at-risk species or ingredients which cause negative biodiversity impacts (e.g. unsustainable palm oil, unsustainably fished seafood).

Take ownership *[this section is the same for each topic]*

Identify owners across all key organisational teams.

- Functions that should be engaged include:
    - engineering/maintenance
    - housekeeping
    - food and beverage
    - leisure facility teams
    - director of operations
    - HR
    - procurement

Set up a Sustainability Monitoring System (SMS) if not done already.

- This should:
    - Align with existing systems already introduced by the corporate office, if applicable
    - Build on the data gathering and monitoring process already in place from Stage 1
    - Include a process for monitoring continuous improvement in performance
    - Ideally cover all sustainability topics (beyond just environmental progress)
- There are various off-the-shelf options which can be purchased or subscribed to.

Review and update governance procedures.

These should include:

- Sharing environmental performance updates in regular (e.g. monthly) senior leadership and team meetings.
- Informing senior leadership of updates to environmental risks.
- Including environmental performance indicators in all employee reviews.
- Linking compensation of key employees and leadership to environmental performance to encourage progress.
- Clear documentation of the Sustainability Management System (SMS).

Engage Stakeholders *[this section is the same for each topic]*

Review and engage stakeholders previously mapped, and identify any additional key external stakeholders in the value chain to engage with.

Resources:
- *[Community engagement factsheet](#)*

Check whether there are any local, regional or national environmental plans that could be aligned to support wider efforts.

- These can be led by bodies such as local governments or destination marketing organisations.

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Understand impacts and dependencies

1. **Identify locally important wildlife and natural environments and related issues.**

   - Check with local municipalities, wildlife groups and destination management organisations.

   - The Convention on Biological Diversity has country profiles which can help identify key issues and national plans.

   - Check with your asset owner to see if they have any information.

   Resources:
   - Convention on Biological Diversity *country profiles*

2. **Identify how operations might interact with and impact on local biodiversity.**

   - This could include:

       o Potential disruption to wild species and their habitats.

       o Water usage.

       o Degradation of natural water sources (e.g. caused by waste-water, sewage).

       o Waste generation (e.g. solid waste, food waste, waste-water).

       o Generation of greenhouse gases (e.g. through transportation).

   - Get Nature Positive has some information about the key impacts tourism can have on nature.

   - Set up a process to ensure this is done on a regular basis e.g. once every one or two years.

   Resources:
   - *Biodiversity factsheet*

   - *Get Nature Positive*

3. **Set a baseline for local biodiversity impacts.**
   - Record qualitative information where quantitative information is not available.

   - This could include information about:

       o Species typically spotted in hotel and surrounding areas.

       o Current condition of areas of high biodiversity importance (e.g. woodlands, sand dunes, marshes).

       o Current impact of guests on biodiversity.

       o Quantity/spend on products which harm biodiversity e.g. palm oil.

       o Current risks to biodiversity (see WWF Biodiversity Risk Filter).

   - Measuring Business Impacts on Nature can help you understand the impacts your business has

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Resources:
- [WWF Biodiversity Risk Filter](#)
- [Measuring Business Impacts on Nature](#)

4. **Map out the products and services that you purchase which contribute to your biodiversity-related impacts the most.**

- Look out for items containing endangered or at-risk species or ingredients (e.g. unsustainable seafood).
- Identify products at highest risk of contributing to biodiversity loss (e.g. palm oil, cocoa).

Resources:
- [IUCN Red List of Threatened Species](#)

Set targets

5. **Review and strengthen hotel-level targets.**

- Set a hotel-level target for supporting the conservation of biodiversity in the local area, e.g. in-kind volunteering, financial support, guest engagement opportunities.
- Ensure strong targets in relation to locally important wildlife and natural environments and related issues.
- Check with corporate office and/or asset owner if they have set targets for the property.
- Tips for setting targets:
    - Ensure they are [SMART](#).
    - Think long-term targets but include interim milestones. Longer-term reduction targets (e.g. targets spanning 5 or 10 years) provide an overarching sense of direction. However, it's important that regular (e.g. annual) milestones are set to help gauge continual progress.
    - Use existing best-case examples to help define short-term goals. E.g. practices within individual departments that could become standard for all.
    - Remember to consider baseline performance as a starting point and use benchmarking indexes to help determine reasonable targets.

Resources:
- *Section 1.5 of [Environmental Management for Hotels](#)*
- [The ultimate guide to SMART goals](#)

Take action

- Review available guidance to identify and select relevant actions**.**
- Liaise with the asset owner and corporate office company (where relevant) to align plans and find out about their initiatives.
- The [Net Positive Action Planner](#) can help guide plans.

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- Explore operational environmental certifications – these can help guide plans and, if achieved, can be used in communications.

- Review standard operating procedures to determine where changes could be made to reduce negative impacts on biodiversity.

- Encourage the asset owner (where relevant) to investigate the latest technology.

- Get Nature Positive has some examples of actions and case studies.

- Our biodiversity factsheet offers examples of some initial actions you can take.

- You should include:

    o Finding alternatives for products previously identified as containing endangered or at-risk species.

    o Finding alternatives for ingredients which cause negative biodiversity impacts.

    o Actions to support local biodiversity conservation, either on-site or in the local area.

Resources:

- *Net Positive Action Planner*

- *Certification factsheet*

- *Get Nature Positive actions*

- *Get Nature Positive case studies*

- *Biodiversity factsheet*

- *WBCSD Roadmaps to Nature Positive* (p17)

- *Sustainable Hospitality Alliance Resource Directory*

6. **Engage key suppliers your hotel purchases from directly to see what their commitments are, share targets set and how they can help achieve goals.**

- Work with suppliers that are not currently meeting sustainability expectations to explore how they could improve.

- Where necessary, consider alternative suppliers.

7. **Engage with local actors (municipal governments, NGOs, conservation groups, partnerships, coalitions etc.) to increase the scale of progress achieved.**

- This may be necessary for particular actions e.g. to regenerate local areas / protect local species.

8. **Determine and gather required resources.**

- Calculate employee time and funding needed for actions.

- Find and cost further support in areas where your current team and external partners lack experience.

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- Review options for funding, including internal budgets and external investors/funding schemes. Consider allocating savings made through environmental initiatives to fund future initiatives.

- Create a business case for actions and share with decision makers for approval. Section 2.5 of [Environmental Management for Hotels](#) can help to evaluate capital investment.

- Achieve internal sign-off from executive board/equivalent senior authority.

- Include time and funding in relevant budgets. Ensure CapEx and OpEx budgets and planning include fully costed measures.

- The business case should include:

  - Financial investment

  - Expected savings

  - Payback period

  - Other potential benefits (e.g. guest satisfaction improvements, compliance with legislation).

Resources:

- *Section 2.5 of [Environmental Management for Hotels](#)*

- *[Financing Net Positive Hospitality](#)*

9. **Update procurement policies to include environmental considerations.**

- Include deforestation, animal welfare, endangered species, pollution.

- Where relevant, check with the brand to see if they have any policies or a supplier code of conduct.

- Give preference to products which are:

  - Certified

  - Local

  - Reusable

  - Made from recycled content

  - Able to be responsibly disposed of through local waste management options

- Do not use/sell endangered species.

Resources:

- *[Responsible Procurement factsheet](#)*

- *[Responsible Resourcing Guide](#)*

10. **Raise employee awareness of environmental commitments, and their role in achieving them.**

- This should include:

  - objectives and goals

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- - o   why it is important
    - o   simple actions they can incorporate into their day-to-day roles to help
- Ways to raise awareness include:
    - o   Knowledge sharing
    - o   Learning opportunities, including for Board members.
    - o   Industry-wide round tables
    - o   Carbon-based incentivisation of stakeholders
    - o   Dedicated job positions for sustainability professionals

Resources:
- *Section 1.6 of Environmental Management for Hotels*
- *Employee engagement factsheet*

11. Engage with customers and enable them to make more environmental choices.

- Include information on initiatives and how guests can participate in hotel collateral, on the hotel website and/or include information on menus/in rooms.
- Include information such as certified or local produce in dishes and/or on-site shops.
- Natural heritage sites and local wildlife, including how they should behave to avoid damage and how they could choose to support conservation efforts.

Resources:
- *Customer engagement factsheet*

Monitor and report *[this section is the same for each topic]*

Review progress by comparing against previous performance and industry benchmarks (such as CHSB).

- Update KPI figures and compare them with the baseline to understand progress against previous performance.

Resources:
- *CHSB*

Review benefits seen through actions.

- e.g. financial savings, increased guest satisfaction, better employee retention etc.

Review challenges encountered along the way and plan solutions to implement.

- Include how to work more collaboratively with other stakeholders.
- Share insights and learnings with other hotel operators to support their progress.

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Update leadership on progress.

Create a revolving fund to reinvest savings from efficiency measures into new sustainability initiatives.

Inform guests and corporate customers of performance and activities.

- Ensure communications are accurate and transparent.

- Include information like KPIs, percentage reductions and key environmental initiatives implemented.

- Use on-site collateral and corporate account review meetings to share information.

  Resources:

- *Communications Handbook*

- *Customer engagement factsheet*

Publicly share progress against targets on an annual basis.

- This could be done on the hotel website or in annual hotel reporting.

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Protection and regeneration of nature

3 | Accelerating

Neutralise negative impacts and build robust positive actions

Outcomes:

Value chain involvement.

- Quantifiable investment in restoration of local ecosystems is made.
- The organisation provides and records monetary support for biodiversity conservation in the local area.
- A baseline for all global biodiversity impacts has been created.

Take ownership *[this section is the same for each topic]*

Enable owners across all organisational teams to be innovative.

Review and update governance procedures.

These should include:
- Making a senior member of the team an official sponsor for environmental efforts with accountability for progress.

- Covering environmental issues in board meeting discussions.

- Informing senior leadership of updates to environmental risks.

- Linking compensation of all employees and the senior team to environmental performance to encourage progress.

Engage stakeholders *[this section is the same for each topic]*

Collaborate with key external stakeholders to develop and test and innovation project.

- Check whether there are any local, regional or national environmental plans that could be aligned to support wider efforts. These can be led by bodies such as local governments or destination marketing organisations.

- DMOcracy has some guidance on six best practices to follow when engaging community stakeholders.

  Resources:
- *Community engagement factsheet*

- *DMOcracy guidance*

Understand impact and dependencies

1. **Set a biodiversity baseline for all global biodiversity impacts.**

   - This should now also include global biodiversity impacts beyond the local surroundings (e.g. through your supply chain).

2. **Identify what products and services you purchase and consider potential impacts and opportunities to reduce.**

   - This should include:
     - F&B
     - Furniture
     - Textiles
     - Paper products

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- o Guest amenities
- o Cleaning products
- o Transportation
- o Laundry
- o Offsite activities e.g. tours
- o Pest management

- Certifications can help you to find out whether a product has been sustainably sourced or produced.

R*esources:*

- *[Certification factsheet](#)*

- *[Responsible procurement factsheet](#)*

3. Explore embodied carbon related to items used in building.
- Include FF&E, consumables and food items. This can help prioritise actions.

Set targets

4. Review, strengthen and extend hotel-level biodiversity targets.

- Include considerations for how you will account for current negative impacts on biodiversity identified previously.

- Include provision of monetary support for biodiversity conservation in the local area.

- Local biodiversity or conservation experts (e.g. university, local conservation organisation) can help you to set relevant and realistic biodiversity targets for your operations.

- Review previously set objectives.

- Ensure the alignment between your objectives and those of other relevant stakeholders, such as your corporate office and owner(s).

- Tips for setting targets:

  - o Ensure they are [SMART](#).

  - o Think long-term targets but include interim milestones. Longer-term reduction targets (e.g. targets spanning 5 or 10 years) provide an overarching sense of direction. However, it's important that regular (e.g. annual) milestones are set to help gauge continual progress.

  - o Ensure your objectives align with the key impacts you have identified.

  - o Use existing best-case examples to help define short-term goals. E.g. practices within individual departments that could become standard for all.

  - o Remember to consider baseline performance as a starting point and use benchmarking indexes to help determine reasonable targets.

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Resources:

- *Section 1.5 of Environmental Management for Hotels*

- *The ultimate guide to SMART goals*

5. **Demonstrate your commitments publicly.**

- You can share them on your website.

- You may also want to sign up to wider commitments such as Nature Positive Travel and Tourism.

Resources:

- *Nature Positive Travel and Tourism*

Take action

- Review available guidance to identify and select relevant actions**.**

- Liaise with the asset owner and corporate office (where relevant) to align plans and find out about their initiatives.

- The Net Positive Action Planner can help guide plans.

- Explore operational environmental certifications – these can help guide plans and, if achieved, can be used in communications.

- Encourage the asset owner (where relevant) to investigate the latest water efficiency, recycling and production technology.

- Consider of the longevity of actions, by:

  - Engaging stakeholders and ensuring a long-term plan is in place for maintenance/protection.

  - Securing long-term funding

  - Designing activities to be resilient to risks

You should include:

- Restoration of local biodiversity, by:

  - Creating habitats at your property, e.g. by rewilding areas of your garden or providing wildlife shelters
  - Educating your customers and staff about local biodiversity issues and especially endangered species that are sold in your destination
  - Promote and provide monetary support for activities that support conservation and adhere to animal welfare guidelines at your property and in your destination.
- Mitigation plans for risks in relation to local biodiversity:

  - Prioritise actions which mitigate harm to biodiversity as much as possible, using ecologically equivalent offsets as a last resort.
  - Follow the CIEEM mitigation hierarchy: avoid, minimise, then offset/compensate.
  - Prioritise nature-based solutions where possible.

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- Conscious procurement decisions, at a minimum:
  - Suppliers, service companies or partners with verified biodiversity/nature targets.
  - Items and products typically sourced unsustainably (e.g. timber, coffee, chocolate, cotton).
- If the hotel is located in a sensitive natural area, then biodiversity issues should be managed to the highest standards with the help of local experts or specialised organisations such as ANIMONDIAL.

- There may be financial incentives available from local governments etc. for engaging in conservation efforts on your land.

Resources:

- *Net Positive Action Planner*

- *Certification factsheet*

- *ANIMONDIAL*

- *ABTA animal welfare guidelines*

- *CIEEM mitigation hierarchy*

6. **Update standard operating procedures and policies to reduce the disturbance of local biodiversity and protect endangered species.**

This should include:

- Using natural pesticides and fertilizers.

- Reducing noise and light pollution.

- Purchasing organic or eco-certified products.

- Offering experiences that do not harm animal welfare (see ABTA's Animal Welfare Guidelines).

- Advertising biodiversity-friendly activities in the destination.

7. **Engage key suppliers to see what their commitments are, share targets set and how they can help achieve goals.**

- Work with suppliers to identify and prioritise products and services with lower environmental impacts.

- As well as the products themselves, many suppliers offer add-on services such as product recycling or packaging take-back schemes.

- Work with suppliers that are not currently meeting sustainability expectations to explore how they could improve.

- Where necessary, consider alternative suppliers.

Resources:

- *Supply chain sustainability school*

- *Addressing emissions in your supply chain*

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8. **Engage with local actors (municipal governments, NGOs, conservation groups, partnerships, coalitions etc.) to align plans and increase the scale of progress.**

   - This may be particularly necessary for biodiversity initiatives, e.g. protecting and enhancing habitats and ecosystems such as coral reefs or mangrove forests.

   - Consider engaging with scientists to offer cooperation on research.

   - Remember to communicate any infrastructure needs or other external support needs.

9. **Determine and gather required resources.**

   - Calculate employee time and funding needed for actions.

   - Find and cost further support in areas where your current team and external partners lack experience.

   - Review options for funding, including internal budgets and external investors/funding schemes. Consider allocating savings made through environmental initiatives to fund future initiatives.

   - Create a business case for actions and share with decision makers for approval. Section 2.5 of Environmental Management for Hotels can help to evaluate capital investment.

   - Achieve internal sign-off from executive board/equivalent senior authority.

   - Include time and funding in relevant budgets. Ensure CapEx and OpEx budgets and planning include fully costed measures.

   - The business case should include:
     - Financial investment
     - Expected savings
     - Payback period
     - Other potential benefits (e.g. guest satisfaction, compliance with legislation).

   Resources:
   - *Section 2.5 of Environmental Management for Hotels*
   - *Financing Net Positive Hospitality*

10. **Update procurement policies and develop a Supplier Code of Conduct and supplier evaluation process which includes environmental considerations.**

    - This should include deforestation, animal welfare and endangered species.

    Resources:
    - *Responsible Procurement factsheet*
    - *Responsible Resourcing guide*

11. **Actively engage your staff and encourage innovation.**

    - Providing a feedback mechanism, asking them for their ideas and formally embedding staff engagement efforts into appraisal processes.

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- Providing additional opportunities for learning and inspiration:
    - Knowledge sharing
    - Research time
    - Attendance at events and round-tables
    - Tours at innovation centres or existing hotels
- Encourage innovation and allow enough space to test products and processes.
- Carbon-based incentivisation of stakeholders
- Offering dedicated job positions for sustainability professionals.

Resources:

- *Section 1.6 of [Environmental Management for Hotels](#)*
- *[Employee engagement factsheet](#)*

12. Engage with customers and enable them to make more environmental choices.

- Identify opportunities for guests and corporate customers to participate in the sustainability initiatives in your hotel.
- Offer guests a feedback mechanism to share their thoughts on environmental activities.
- Refer to the Guest engagement actions in the [Net Positive Action Planner](#)
- Speak to the building owner and corporate office to see if they have any information.
- Provide information to customers before they travel to inform them of the work you are doing and how they can get involved.
- Communicate key local environmental risks, species and habitats with guests and engage them in efforts.
- Offer hands-on or 'edu-tainment' activities that your guests can participate in e.g. clean-up events.

Resources:

- *[Net Positive Action Planner](#)*
- *[Customer engagement factsheet](#)*

Monitor and report *[this section is the same for each topic]*

Review progress by comparing against previous performance and industry benchmarks (such as [CHSB](#)).

- Update KPI figures and compare them with the baseline to understand progress against previous performance.

Resources:

- *[CHSB](#)*

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Document learnings and any recommendations for follow-on actions to share with internal and external stakeholders.

Review benefits seen through actions.

- Examples include financial savings, increased tenant satisfaction, increased funding opportunities etc.

Review challenges encountered along the way and plan solutions to implement.

- Include how to work more collaboratively with other stakeholders.

- Share insights and learnings with other hotel operators to support their progress.

Update leadership on progress.

Seek certification by a globally recognised certification programme (e.g. GSTC recognised).

Resources:

- *GSTC-Recognized Standards & Systems for Hotels*

Inform guests and corporate customers of performance and activities.

- Ensure communications are accurate and transparent.

- Include information like KPIs, percentage reductions and key environmental initiatives implemented.

- Use collateral and corporate account review meetings to share information.

Resources:

- *Communications Handbook*

- *Customer engagement factsheet*

Report your findings to relevant stakeholders and align reporting with established frameworks, e.g. CDP, GRI, TCFD.

- Stakeholders may include owners, municipal governments, NGOs, conservation groups, partnerships, coalitions etc.

- Demonstrate how you are addressing key risks identified.

- edie have a handbook on Communicating sustainability externally.

Resources:

- *CDP*

- *GRI*

- *SASB*

- *Reporting in line with TCFD Recommendations*

- *edie Communicating sustainability*

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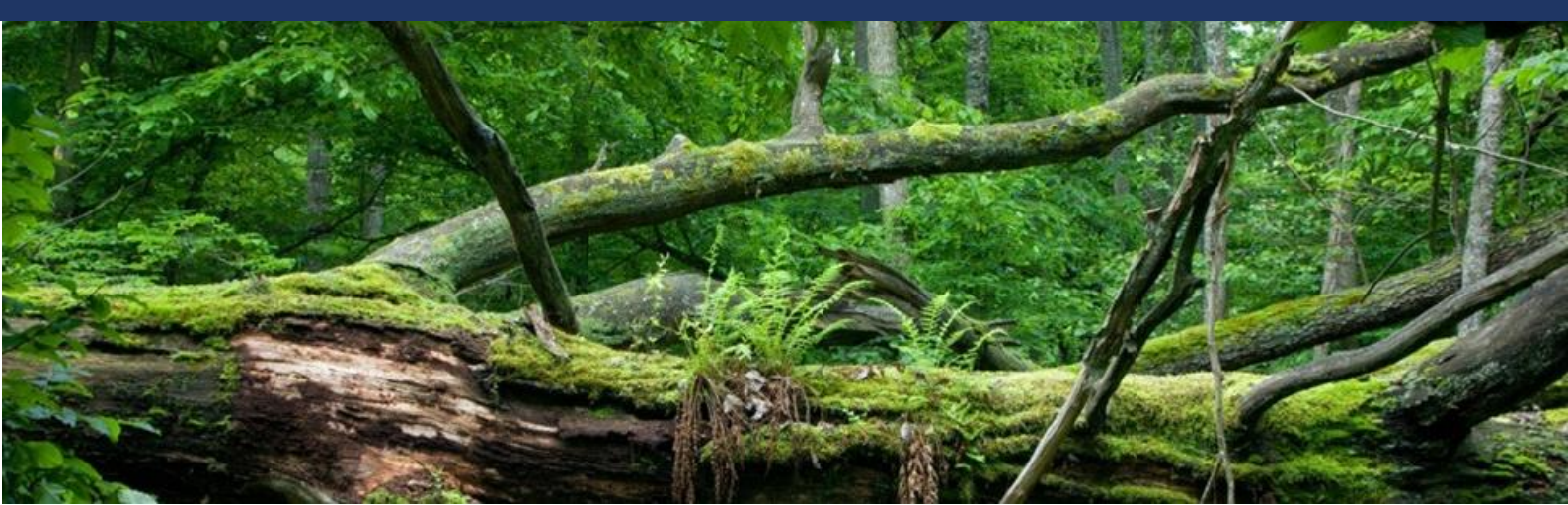
Protection and regeneration of nature

4 | Leading

Give back more than you take

Outcomes:

Support of replenishment solutions at broader ecosystem level.

- Quantified restoration of local ecosystems exceeds any negative ecosystem impacts caused by the built environment of the property.

- Quantifiable investment is made in protection of global biodiversity.

- Initiatives to advocate for and support restoration of ecosystems in the destination are in place.

The organisation provides and records monetary support for biodiversity conservation in the local area and as well as on a global scale, and provides quantitative restoration outcome.

There is no one-size-fits-all vision for what Net Positive looks like for the industry. Nor is there a limit to how 'Net Positive' a company can become. Therefore, this fourth stage is no longer a case of completing steps, and is, instead, a continuous process of expanding and deepening your company's positive impact on people, communities, destinations and the planet.

Looking for inspiration? Discover case studies that show the many ways in which hotels can give back more than they take.