



Pathway to NetPositiveHospitality

Greenhouse Gas (GHG) Emissions & Energy

Reducing energy consumption, improving energy efficiency, minimising Scope 1, 2, and 3 emissions, and switching to renewable energy sources

Hotel operator

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

- 1 | **Starting** – [Measure and mitigate negative impacts](#)
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Greenhouse Gas (GHG) Emissions & Energy

1 | Starting

Measure and mitigate negative impacts

Outcomes:

Policy and initial action plan in place.

- Data collection systems are in place for energy consumption and greenhouse gases.
- Scope 1 and 2 baseline has been calculated and regular benchmarking established.
- Initial energy efficiency and carbon reduction targets have been achieved.
- Potential for on-site or locally sited renewables has been reviewed. Renewable sources are favoured and the share of renewable energy in total energy supply is monitored and managed.
- Targets for Scope 1 and 2 emissions reductions are set and SBTi (Science Based Targets) aligned.
- [A policy to require hotels to provide vegetarian options is in place and implemented. \[WTTTC Hotel Sustainability Basics\]](#)

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](#)

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
 - Coalitions
 - NGOs
 - Destination groups
 - Conservation groups
 - Suppliers and partners
 - Indigenous groups
 - Other local businesses
 - Community groups
 - 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.

Understand impacts and dependencies

1. Review impact on GHG including potential sources of pollution from ozone-depleting substances, and air contaminants.

2. Review dependencies relating to GHG emissions and energy

- Examples include availability of energy (e.g. via the grid or on-site renewables), and having clean air free of contaminants to ensure the safety of employees, guests and communities.
- Remember that your impacts may have an effect on dependencies. For example, if your property produces a large amount of air contaminants, this may contribute to poor local air quality.

3. Gather available data for energy consumption.

- This can be tracked in a simple Excel tracker.
- Take and record regular (e.g. monthly) meter readings and/or use data on invoices.
- Engage with utility providers to improve data access and quality. They may be able to provide detailed data on a regular basis.
- Conversion tools such as [this one](#) can help convert different units of energy into kWh to help calculate a total energy consumption.
- Check with the corporate office and asset owner (where relevant) if they want you to provide data to them. They may have a designated system they want you to track data in.

Resources:

- [Utilities Tracker](#)
- [Energy Conversion calculator](#)
- [Understanding your environmental impact factsheet](#)

4. Check data quality.

- Review data for gaps and any figures which are much higher or lower than normal.
- Cross-check unusual figures against other data sources e.g. meter readings, invoices, utility provider.

5. Use [HCMI](#) to establish a baseline for carbon emissions.

- If accurate data isn't available, use [Hotel Footprinting](#) and [CHSB](#) to estimate carbon.
- Use HCMI or the sustainability systems of the corporate office or ownership company (where relevant).
- Record the current performance KPIs.

Resources:

- [HCMI](#)

- [Hotel Footprinting](#)
- [CHSB](#)
- [Understanding your environmental impact factsheet](#)
- [Carnstone's Environmental Checklist 2023](#)

6. Use [CHSB](#) to benchmark carbon performance of the hotel.

- Set up a process to ensure this is done on a regular basis e.g. at least once a year.

Resources:

- [CHSB](#)
- [Hotel Footprinting](#)

7. Provide data to key stakeholders.

- E.g. the corporate office and/or asset owner where relevant / requested.

8. Take stock of the initiatives you are currently doing / have done for GHG emissions and energy.

- 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

9. Set hotel-level targets to reduce carbon emissions and energy consumption.

- 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.

- 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

10. 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.
- The [Glasgow Declaration](#) has guidance on actions that can be taken to reduce carbon emissions.
- You should include:
 - Simple behavioural activities and low-cost technical options to be executed in the short-term (e.g. payback in 1 year or less).
 - A review of the potential for on-site or locally sited renewable energy tariffs.
 - A requirement to include vegetarian options in all menus.
 - A headline plan for longer-term initiatives.

Resources:

- [Net Positive Action Planner](#)
- [Certification factsheet](#)
- [Sustainable Hospitality Alliance Resource Directory](#)

11. Where held locally, review contracts with energy suppliers to see if a requirement to provide data can be added.

12. Encourage the Asset owner to install metering and sub-metering systems if they are not in place already.

13. 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 improvements, compliance with legislation).

Resources:

- [Section 2.5 of Environmental Management for Hotels](#)
- [Financing Net Positive Hospitality](#)

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

Resources:

- [Responsible Procurement factsheet](#)

15. 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.

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](#)



Greenhouse Gas (GHG) Emissions & Energy

2 | Advancing

Minimise negative impacts and initiate positive impacts

Outcomes:

Application of policy, monitoring and oversight.

- Near term SBTi (Science Based Targets) target for Scope 1 and 2 emissions on group level is archived.
- Scope 3 greenhouse gas emissions are mapped and data collection processes are in place.
- New energy efficiency and carbon reduction solutions and initiatives have been investigated and strategic initiatives ones have been implemented.
- Potential for on-site or locally sited renewables has been reviewed.

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.

Understand impacts and dependencies

1. Gather data and calculate Scope 1 and 2 emissions.

- This should include any fuels used on site (for vehicles or to power boilers etc.), purchased electricity and refrigerants used.
- [HCMI](#) can be used to calculate Scope 1 and 2 emissions.

Resources:

- [Net Zero Methodology for Hotels](#)
- [HCMI](#)

2. Gain an understanding of Scope 3 emissions sources.

- The [Net Zero Methodology for Hotels](#) can help understand which are likely to be the most material.
- Review supplier agreements and add a requirement to provide relevant data where possible.

Resources:

- [Net Zero Methodology for Hotels](#)

3. Map climate risks related to the hotel and incorporate into existing risk management processes.

- Local knowledge, freely available risk indices and bespoke services can help with this.
- Include risks related to natural disasters and climate change.
- Set up a process to ensure this is done on a regular basis e.g. once every one or two years.

Resources:

- [Reporting in line with the TCFD](#) (risk table)

4. Start to map out the products and services that you purchase which contribute to your energy-related impacts the most.

- Examples include heating and cooling systems.

Set targets

5. Review and strengthen hotel-level targets.

- Ensure strong targets are set for issues which came up as high risk in the environmental risk mapping and key impacts you identified.
- The [Net Zero Methodology for Hotels](#) explains what makes a robust baseline and target for Scope 1 and 2 carbon goals.

- The [Glasgow Declaration](#) has guidance on setting targets for carbon emissions and plastics use.
- 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 (such as [CHSB](#)) to help determine reasonable targets.

Resources:

- [Net Zero Methodology for Hotels](#)
- [Glasgow Declaration](#)
- [CHSB](#)
- *Section 1.5 of* [Environmental Management for Hotels](#)
- [The ultimate guide to SMART goals](#)

Take action

6. 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.
- Explore operational environmental [certifications](#) – these can help guide plans and, if achieved, can be used in communications.
- The [Glasgow Declaration](#) has guidance on actions that can be taken to reduce carbon emissions.
- Review standard operating procedures to determine where changes could be made to increase energy efficiency requirements.
- Encourage the asset owner (where relevant) to investigate the latest energy efficiency, and generation technology.
- Encourage asset owner to review the potential for on-site renewables (particularly relevant for hotels located in areas of poor energy security).
- You should include:
 - Mitigation plans for climate risks, aligned with highest standards in areas with high climate-related risks.

- Further improving management of energy through increased efficiency of equipment and updated operational procedures.
- Reviewing the potential for renewable energy tariffs and switching where feasible.

Resources:

- [Net Positive Action Planner](#)
- [Certification factsheet](#)
- [Glasgow Declaration](#)
- [Sustainable Hospitality Alliance Resource Directory](#)

7. 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.

8. 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. working with local municipalities to explore options for introduction of renewable energy options.

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 improvements, compliance with legislation).

Resources:

- [Section 2.5 of *Environmental Management for Hotels*](#)
- [Financing Net Positive Hospitality](#)

10. Update procurement policies to include environmental considerations.

- Include embodied carbon (released during manufacture or produce growth).
- Where relevant, check with the corporate office to see if they have any policies or a supplier code of conduct.

Resources:

- [Responsible Procurement factsheet](#)
- [Responsible Resourcing Guide](#)

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

- This should include:
 - objectives and goals
 - why it is important
 - simple actions they can incorporate into their day-to-day roles to help
- Ways to raise awareness include:
 - Knowledge sharing
 - Learning opportunities, including for Board members.
 - Industry-wide round tables
 - Carbon-based incentivisation of stakeholders
 - 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.

- 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.

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.

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.



Greenhouse Gas (GHG) Emissions & Energy

3 | Accelerating

Neutralise negative impacts and build robust positive actions

Outcomes:

Value chain involvement.

- Long term SBTi (Science Based Targets) aligned Net Zero Target for Scope 1 and 2 ambitious scope 3 reductions have been achieved.
- An internal carbon pricing mechanism is in place.
- A strategy for Beyond Value Chain Mitigation measures and an investment plan are in place.
- A sustainable travel policy has been created and implemented.
- New energy efficiency and carbon reduction solutions and initiatives have been investigated and innovative ones have been implemented.
- Innovative carbon reduction technologies are invested in.

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. Determine sources of Scope 3 emissions.

- The [Net Zero Methodology for Hotels](#) (Appendix B) contains a prioritised list of emissions sources including which scope 3 emissions should be considered for hotels.
- Refer to the [Greenhouse Gas Protocol](#) Scope 3 Corporate Standard categories.

Resources:

- [Net Zero Methodology for Hotels](#) (Appendix B)
- [Greenhouse Gas Protocol Corporate Value Chain \(Scope 3\) Standard](#)

2. Establish a full carbon inventory including Scope 1, 2, and 3 emissions.

- Map employee travel to and from hotels.

- Distinguish the energy users with the highest emission profiles and reduction potential.
- Collect supplier data on a yearly basis (at minimum) for all relevant emission sources in all scopes.
- Review previous building assessments/energy audits and progress towards implementation of all recommended actions. Check with the building owner if they have already done one.

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 carbon objectives for hotel-level targets, to include a net zero goal.

- Include Scope 3 in your Net-Zero objectives (refer to the [SBTi Net Zero Standard](#)).
- Review previously set objectives.
- Distinguish between short-term goals and long-term targets.
- Ensure the alignment between your objectives and those of other relevant stakeholders, such as your corporate office and owner(s).
- Continue strengthening your ambition within the framework of the [Glasgow Declaration](#).
- Consider setting separate targets for energy efficiency and decarbonisation.
- 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.
 - Remember to consider baseline performance as a starting point and use benchmarking indexes (such as [CHSB](#)) to help determine reasonable targets.

Resources:

- [SBTi Net Zero Standard](#)
- [Glasgow Declaration](#)
- [CHSB](#)
- 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 the [Glasgow Declaration](#), [Global Tourism Plastic Initiative](#), [CEO Water Mandate](#), [Cool Food Pledge](#), [123 Pledge](#), [10x20x30 Pledge](#).

Resources:

- [Glasgow Declaration](#)
- [Global Tourism Plastic Initiative](#)
- [CEO Water Mandate](#)
- [Cool Food Pledge](#)
- [123 Pledge](#)
- [10x20x30 Pledge](#)

Take action

6. 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:
 - Electrification & supply decarbonisation.
 - Review alternative heating and cooling opportunities (e.g. ground source heat pumps, district heat networks, thermal solar energy, thermal energy from nearby water bodies, and others)
 - Electrify equipment that is currently powered by fossil fuels
 - Generate renewable electricity on-site where possible
 - Ensure all purchased electricity is provided by fully renewable sources (preference for direct renewable providers with Guarantees of Origin)

- Reduction of travel emissions supported by the creation for a sustainable travel policy and/or standard.
 - Business travel emissions can be reduced through clustering meetings/trips, virtual conferences and incentivising green travel options (e.g. land travel rather than air travel).
 - Employee travel emissions can be reduced through subsidising public transport, offering EV charging points, cycle-to-work schemes, employee shuttles, car sharing schemes, on-site accommodation.
- Review any use of carbon offsetting / removal
 - Ensure it is done in line with the [Oxford Principles for Net Zero Aligned Carbon Offsetting](#)
 - Explore the opportunity for nature-based solutions.

Resources:

- [Net Positive Action Planner](#)
- [Certification factsheet](#)
- [Oxford Principles for Net Zero Aligned Carbon Offsetting](#)

7. Update standard operating procedures and policies to better support decarbonisation.

This should include reviewing food ordering standards to reduce food loss and waste.

8. 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](#)

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

- Consider engaging with scientists to offer cooperation on research.
- Remember to communicate any infrastructure needs or other external support needs.

10. 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](#)

11. Assign internal financial metrics to environmental impacts such as an internal cost or shadow price of carbon.

- A shadow price is hypothetical (what it might cost to offset or potential future taxes) whereas a cost of carbon is tied to an actual cost (e.g. what the business pays to offset or do carbon drawdown projects, or carbon taxes the business has to pay).
- Money raised through this should be placed in a fund used to finance offsetting or internal carbon reduction projects.
- A budget should be set for the hotel and it's possible to give each department their own budget that they should aim to stay within.

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

- Where possible, this should consider whole-life impacts and consider end-of-life (especially disposal) impacts.
- Include consideration of scope 3 data provision.

Resources:

- [Responsible Procurement factsheet](#)
- [Responsible Resourcing guide](#)

13. 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.
- 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](#)

14. 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 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](#)

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](#)



Greenhouse Gas (GHG) Emissions & Energy

4 | Leading

Give back more than you take

Outcomes:

Support of replenishment solutions at broader ecosystem level.

- Beyond Value Chain Mitigation measures that comply with Article 6 of Paris Agreement are implemented, the volume of emissions removed is exceeding the remaining greenhouse gas emissions of the entire life cycle
- New energy efficiency and carbon reduction solutions and initiatives have been investigated and regenerative solutions and innovative initiatives have been invested in and implemented.
- Initiatives to support suppliers to decarbonise are in place.
- Initiatives to support local community access to renewable energy are in place.
- Initiatives to help local community increase energy efficiency are investigated and implemented.
- Initiatives to advocate for and support development of renewable energy sources are in place.

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.