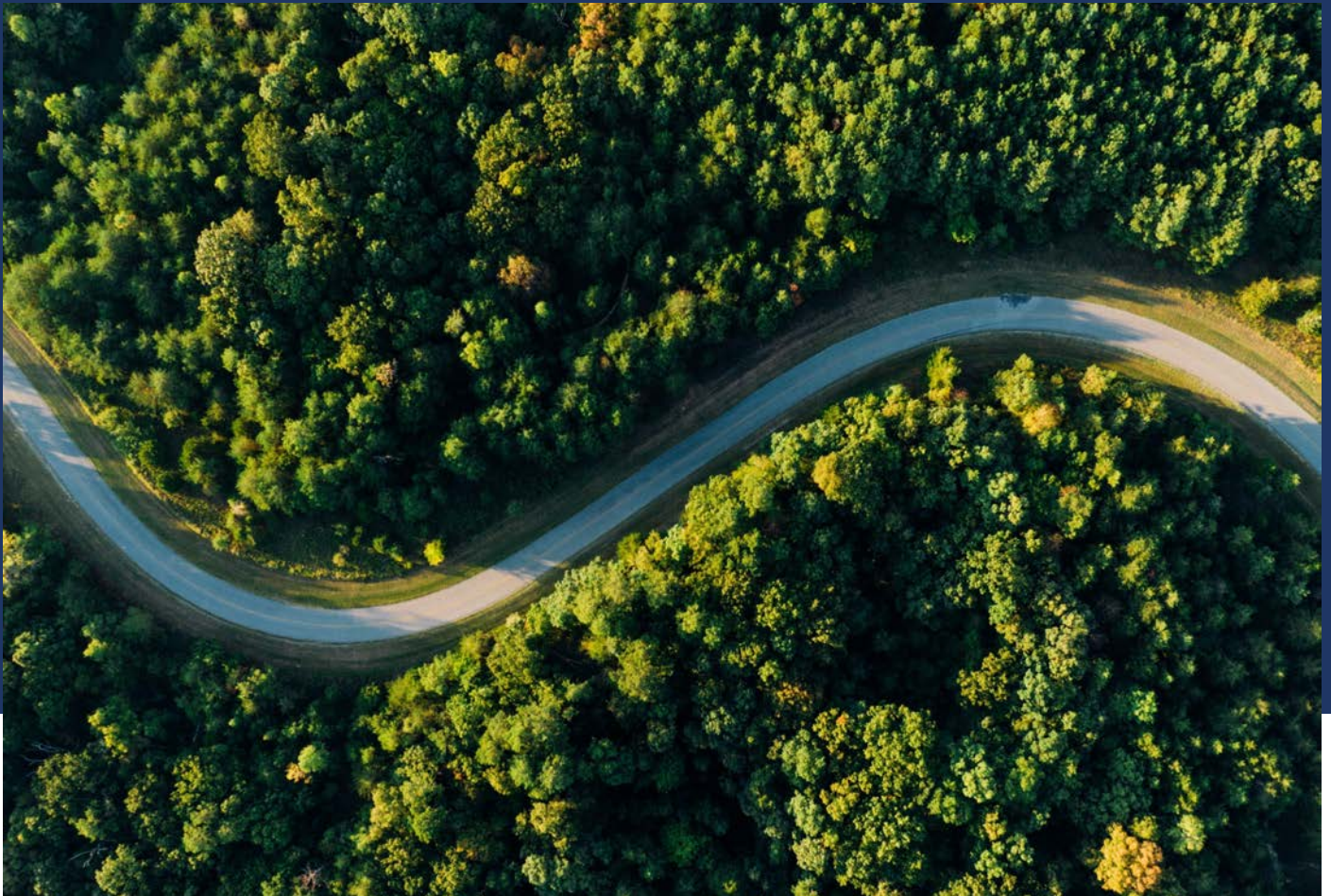




Guide to Net Positive Hospitality Pathway

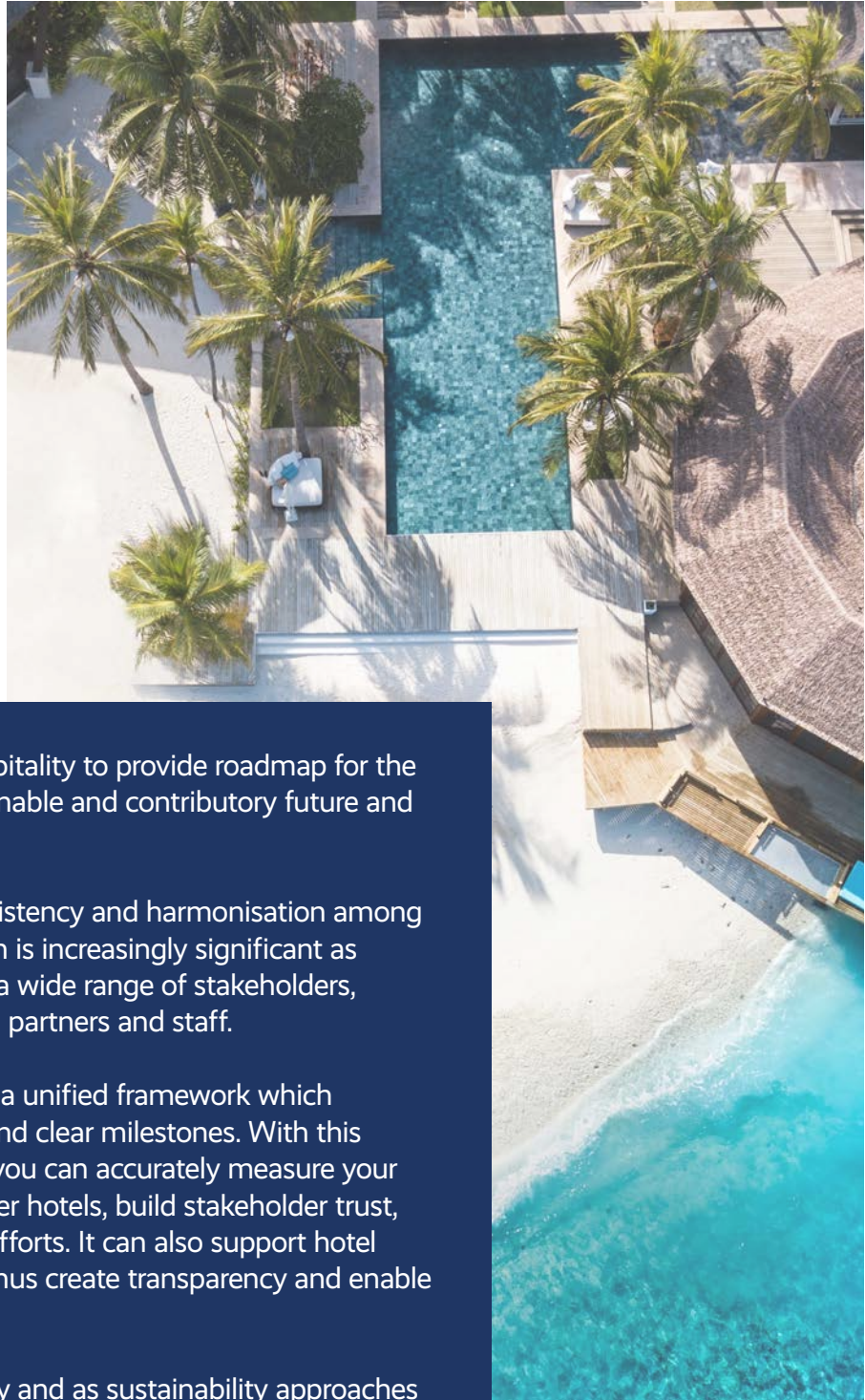
May 2023



In collaboration with



Our vision is a prosperous and responsible hospitality sector that gives back to the destination more than it takes



We created our Pathway to Net Positive Hospitality to provide roadmap for the industry to accelerate action towards a sustainable and contributory future and make this vision a reality.

We recognise there is currently a lack of consistency and harmonisation among sustainability frameworks in hospitality, which is increasingly significant as sustainability gains more prominence across a wide range of stakeholders, including investors, regulators, guests, clients, partners and staff.

We therefore made it our mission to develop a unified framework which would guide the industry with manageable and clear milestones. With this widely accepted and recognised framework, you can accurately measure your sustainability performance, compare it to other hotels, build stakeholder trust, and streamline your sustainability reporting efforts. It can also support hotel brands to build measurement systems, and thus create transparency and enable comparability within the sector.

The Pathway was intended to be evolutionary and as sustainability approaches mature, so too will the Pathway. Our ambition is to reduce complexity and unite the multitude of existing and emerging sustainability frameworks, and we will continue to align with existing as well as upcoming regulations and initiatives, so that the Pathway can continue to serve as a baseline for further developments and standardisation.

We are currently working on digitisation of the Pathway along with further guidance material to help make your journey even more intuitive and simple to follow. The next generation of the Pathway to Net Positive Hospitality will also integrate regional specifications to address differing environmental, societal and governance conditions all over the world.

We look forward to continuing its development and welcome everyone to become part of this movement and contribute to the future of the Pathway and a sustainable industry.



A stylized, handwritten signature in black ink, which appears to read 'Glenn'.

Glenn Mandziuk
CEO,
Sustainable
Hospitality Alliance

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Introduction

Why address sustainability in hospitality?

The importance of sustainability has never been greater than it is right now. As customers become increasingly aware of the impact of their choices on the environment, hotels are put under increasing pressure to adopt sustainable practices. Investors are also looking to support companies that account for environmental, social, and governance (ESG) factors, while regulators are introducing laws and increasing reporting requirements related to sustainability.

In today's competitive business environment, businesses that don't prioritize sustainability risk being left behind. For hospitality industry, the stakes are high, as sustainability has

a direct impact on hotel operations, reputation, and bottom line. Failure to embrace sustainable practices can result in lost customers, missed investment opportunities, and regulatory fines.

But there is a solution. By adopting sustainable practices, individual hotels and hotel chains can not only assure regulatory compliance and reduce their environmental impact, but also attract new customers and investors, as well as differentiate themselves from the competition. In particular, you can benefit from improved environmental performance, enhanced reputation, cost savings, and employee engagement:



Environmental Impact

Hotels consume vast amounts of resources, including energy, water, and food. Their operations generate waste, including plastic, paper, and food waste. By adopting sustainable practices, you can reduce your environmental impact and minimize your carbon footprint.



Reputation

As consumers are increasingly interested in sustainability, they are more likely to support businesses committed to eco-friendly practices. By demonstrating your commitment to sustainability, you can improve your reputation, attract environmentally conscious customers, and differentiate yourself from the competition.



Cost Savings

Sustainable practices can help you to save money on your operating costs. For example, by reducing energy consumption, you can lower your utility bills. By reducing waste, you can also lower the disposal costs.



Regulatory Compliance

Many countries and local governments have already introduced regulations and laws related to sustainability. By complying with these regulations, you can avoid fines and other penalties, and demonstrate your commitment to sustainability.



Employee Engagement

Sustainability has proven to also improve employee engagement and job satisfaction. By involving employees in sustainability initiatives, you can foster a sense of community, pride, and purpose among the staff.

If you're a hotel owner looking to take your business to the next level, embracing sustainability could be the key. By prioritizing sustainable practices, you'll be doing your part to protect the planet, while also improving your business's long-term prospects.

Where to start?

To assess and improve their sustainability, businesses often refer to standardized frameworks for guidance. With a growing awareness of the large ESG footprint of hospitality industry, a number of specialized sustainability frameworks have been developed, which help hotels assess their ESG impact, measure sustainability performance and track their progress. However, the overwhelming multitude of general and specialized frameworks makes it challenging to navigate.

One of the primary issues with sustainability hospitality frameworks is the lack of consistency and harmonization across them. Each one has its own unique set of criteria, metrics, and guidelines for measuring sustainability, making it hard for hotels to compare their performance across different frameworks. This lack of harmonization results in inconsistency, causing confusion in customers and investors and difficulties to understand and accurately benchmark a hotel's sustainability performance.

The proliferation of frameworks doesn't make sustainability introduction easy for hotels either. With so many guidelines to choose from, it is challenging to determine the most relevant and appropriate ones to adopt, also given the limited resources and time required for full implementation. Each framework includes its own set of data collection, reporting, and analysis procedures, leading to duplication of effort, longer implementation time and, consequently, increased costs. Moreover, the resulting complexity may end in a lack of clarity on a direction of action and, therefore, a missed opportunity to improve environmental impact.

To address these issues, we made it our mission to develop a unified sustainability framework for hospitality industry which would guide you with help of manageable and clear milestones along the [Pathway to Net Positive Hospitality](#). With this widely accepted and recognized framework, you can accurately measure your sustainability performance, compare it to other hotels, build stakeholder trust, and streamline your sustainability reporting efforts.

How do we guide you?

To achieve the harmonization of metrics, we have considered all major hospitality industry and general frameworks and used them as input for our Pathway. Furthermore, we have conducted a materiality assessment, to make sure we address all relevant sustainability topics within Planet, People, Place and Prosperity dimensions and discussed them in multiple working sessions and surveys with our member hotels, so that nothing and no one is left behind. The Pathway to Net Positive Hospitality presents an easy-to-use tool with milestones laid as to-accomplish checkboxes, structured in a clear and concise way, so you can make sure, that, once you have embarked on the well-guided journey to Net Positivity, you will not get lost and can, ultimately, reach the final destination.

Please, refer to the following chapters for a detailed description of the Pathway application and how it was created. The full lists of both the participating member hotels and frameworks we referred to, as well as general descriptions of maturity levels of the pathway for each material ESG topic, can be found in the appendix.



Net Positive Hospitality Topics

At **Sustainable Hospitality Alliance**, we see ourselves as facilitators of sustainable transformation for our members in hospitality. To make this transformation possible, and, as a basis for our approach, we have built a holistic and scalable framework for **Net Positive Hospitality** that goes beyond an environmental focus and mere sustainability efforts and defined a pathway to net positivity with actionable steps and clear maturity stages.

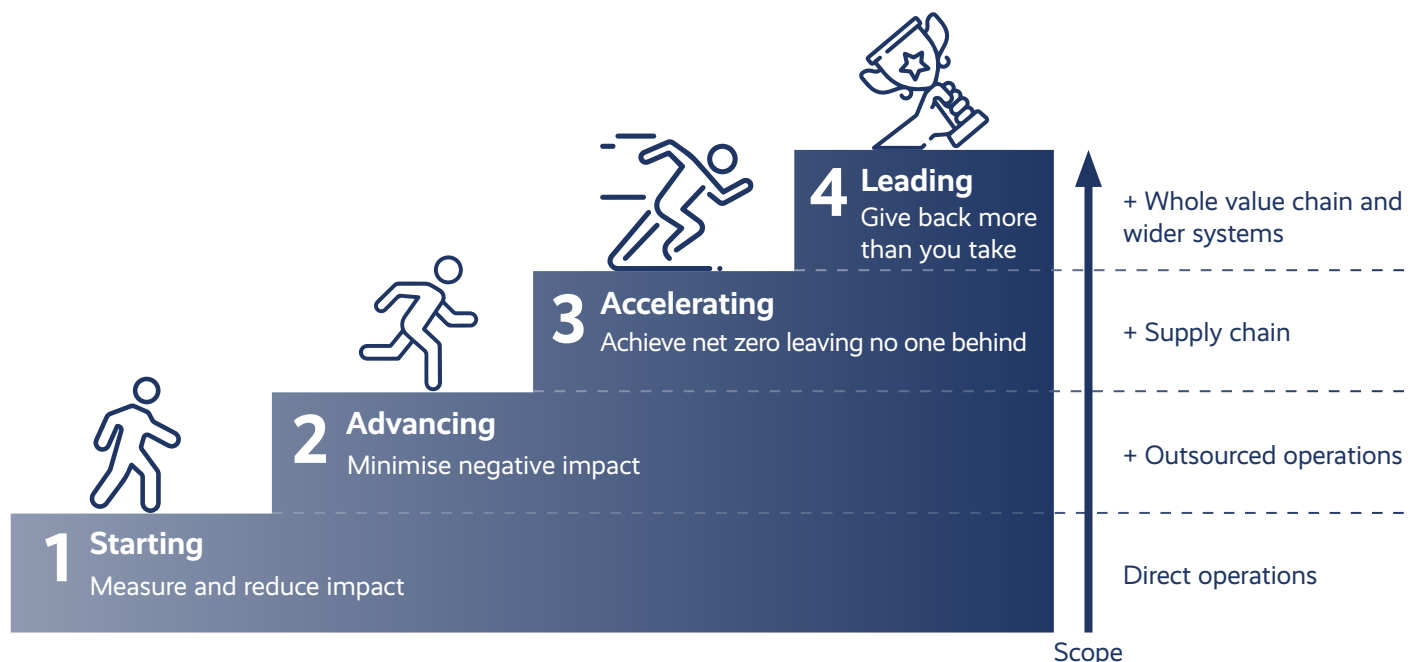
The current **Pathway to Net Positive Hospitality 2.0** version includes the following 15 material ESG dimensions and topics:

Net Positive Hospitality topics



Environmental	Social	Governance
Resource Use & Pollution Water Material Use GHG Emissions & Energy Waste Nature Protection Ecosystems & Biodiversity	Fairness In The Workplace Human Rights Labour Practices Equitable & Better Opportunities Equity, Diversity, Inclusion Employee engagement Community Partnerships & Support Community Partnerships Local Sourcing & SMEs Customer Welfare Customer Welfare	Net Positive Governance Stakeholder Engagement Management & Compliance Commitments & Reporting

For each topic, we have defined four stages of maturity and corresponding scopes of action:



Each ESG topic at each maturity stage is described by a list of actionable to-dos or checkboxes. Once the listed measure has been implemented, the user can put a “check” next to it, rating it **1**, otherwise **0**. The maturity score then adjusts automatically. The maximum total score a user can achieve is 100%, which would mean, they have achieved net positivity (Stage 4) across all ESG topics by implementing all the listed measures.

In the original, non-adjusted version, all ESG topics and maturity stages bear equal contribution to the final score. This way we make sure, that, even if the hotel stays at a lower maturity stage overall but is advancing on certain topics and implementing measures from higher maturity stages, it will be reflected in its overall score and will stand out positively during benchmarking. One can therefore be at different maturity stages for different topics, e.g., be Stage 1 in “Water”, but Stage 2 in “Human rights”, which would mean that the hotel hasn’t yet managed to implement all the listed measures for “Water” at Stage 1, but has done so for the topic “Human rights” at this stage and, thus, advanced to the next stage.



Following, is an example of a list of measures for the ESG topic “Water” at the maturity Stage 1:

General level description	Check	Measures
Policy and initial action plan in place.	1	Water consumption & pollution policy is in place (hotel owners and/or operators are required to measure water consumption and pollution, and develop an action plan to reduce water use over time with clear roles and responsibilities)
The organization measures its water footprint (consumption and pollution) on a regular basis and in accordance with recommendations from industry standards and methodologies, and requires operators to develop an initial action plan with set targets and implement immediate solutions.	1	A linen reuse policy that requires hotel operators to develop and implement a linen reuse programme is in place
	1	Water consumption and pollution are measured, and regular benchmarking is established.
	1	Possible sources of pollution are assessed.
	0	Possible water-related solutions and initiatives have been investigated, a long-term plan created, and immediate solutions / initiatives have been implemented.
	0	Initial water reduction targets have been set on a brand level (hotel owners and/or operators are required to set individual targets and create an action plan).
	0,17	→

A hotel advances to the next overall maturity stage only if they have implemented all the measures across all ESG topics for the previous stage.

Regional adjustments

When it comes to focusing on relevant ESG topics, companies should consider their business models and locations they operate in to prioritize what's most relevant and practicable for their circumstances. To make the prioritisation possible, we have included an option of regional adjustment to the scoring. With help of this function, you can adjust the even score distribution and put more weight on particular ESG topics, most crucial or problematic for the region of operation.

To make use of this function, we recommend resorting to an expert panel consisting of several experts familiar with the region of operations and local sustainability specifications. The number of participating experts can also be adjusted.

Following, are an illustrative example and the explanation of the regionality function:

Topics	T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12	T13	T14	T15
Expert 1	9	9	2	5	6	4	8	9	7	9	1	2	3	6	9
Expert 2	2	9	1	4	6	8	7	8	7	9	3	2	4	7	8
Expert 3	8	9	1	4	6	8	7	8	7	9	3	2	6	7	8
Average	6,33	9,00	1,33	4,33	6,00	6,67	7,33	8,33	7,00	9,00	2,33	2,00	4,33	6,67	8,33
Weighting	0,07	0,10	0,01	0,05	0,07	0,07	0,08	0,09	0,08	0,10	0,03	0,02	0,05	0,07	0,09

1

Expert Ranking

Experts rate all the fifteen topics (T1-T15) with 1 to 9 points from least to most important for the region in question

The same score can be given to more than one topic

2

Weighting Calculation

Average of expert ratings per topic is calculated

Individual topic weighting "is calculated" = $(\text{Average expert rating per topic}) / (\sum \text{Average expert ratings})$

3

Regions

Procedure (expert rating & weighting calculation) is repeated for all relevant regions, e.g. Asia, Africa, EMEA, US



Note

All four maturity stages have equal contribution to the end score (25% per level)

In the end, after having checked all the measures across all ESG topics and (if applicable) having accounted for regionality, you can see your score in the result table (exemplary values):

Scoring Stage & Topic	1	2	3	4	SUM Score w/out regional weighting	SUM Score with regional weighting
Water	0,25	0,25	0,25	0,25	6,67	7,12
Material Use	0,25	0,25	0,25	0,25	6,67	10,11
GHG Emissions and Energy	0,25	0,25	0,25	0,25	6,67	1,50
Waste	0,25	0,25	0,25	0,25	6,67	4,87
Ecosystems and Biodiversity	0,25	0,25	0,25	0,25	6,67	6,74
Human Rights	0,25	0,25	0,25	0,25	6,67	7,49
Labour Practices	0,25	0,25	0,25	0,25	6,67	8,24
Equity, Diversity, Inclusion	0,25	0,25	0,25	0,25	6,67	9,36
Employee Engagement	0,25	0,25	0,25	0,25	6,67	7,87
Community Partnerships	0,25	0,25	0,25	0,25	6,67	10,11
Local Sourcing & SMEs	0,25	0,25	0,25	0,25	6,67	2,62
Customer Welfare	0,25	0,25	0,25	0,25	6,67	2,25
Stakeholder Engagement	0,25	0,25	0,25	0,25	6,67	4,87
Management and Compliance	0,25	0,25	0,25	0,25	6,67	7,49
Commitments and Reporting	0,25	0,25	0,25	0,25	6,67	9,36
				SUM (x/100)	100,00	100,00

Application of the Net Positive Pathway tool

The **Pathway** tool can be applied in four steps depending on data quality and availability. If the data is only available at the corporate level and its quality is low, you can use the tool in the most general way for a rough assessment and to identify data gaps to be closed (Step 1). In the next step, you can apply regional weighting for consideration of regional relevance (Step 2). If you have access to data at the individual hotel level, you can run the assessment locally to account for regionality (Step 3). The current version of the **Pathway** tool lists qualitative, rather than quantitative measures. We are looking into further specifying the measures and introducing quantitative metrics. Once they have been defined, and provided you have high-quality quantitative data available at the hotel level, you could run Step 3 once again for more precise results. Subsequently, you can aggregate the collected data to the corporate level (Step 4):



Following, is a graphic overview over the Pathway tool application process:

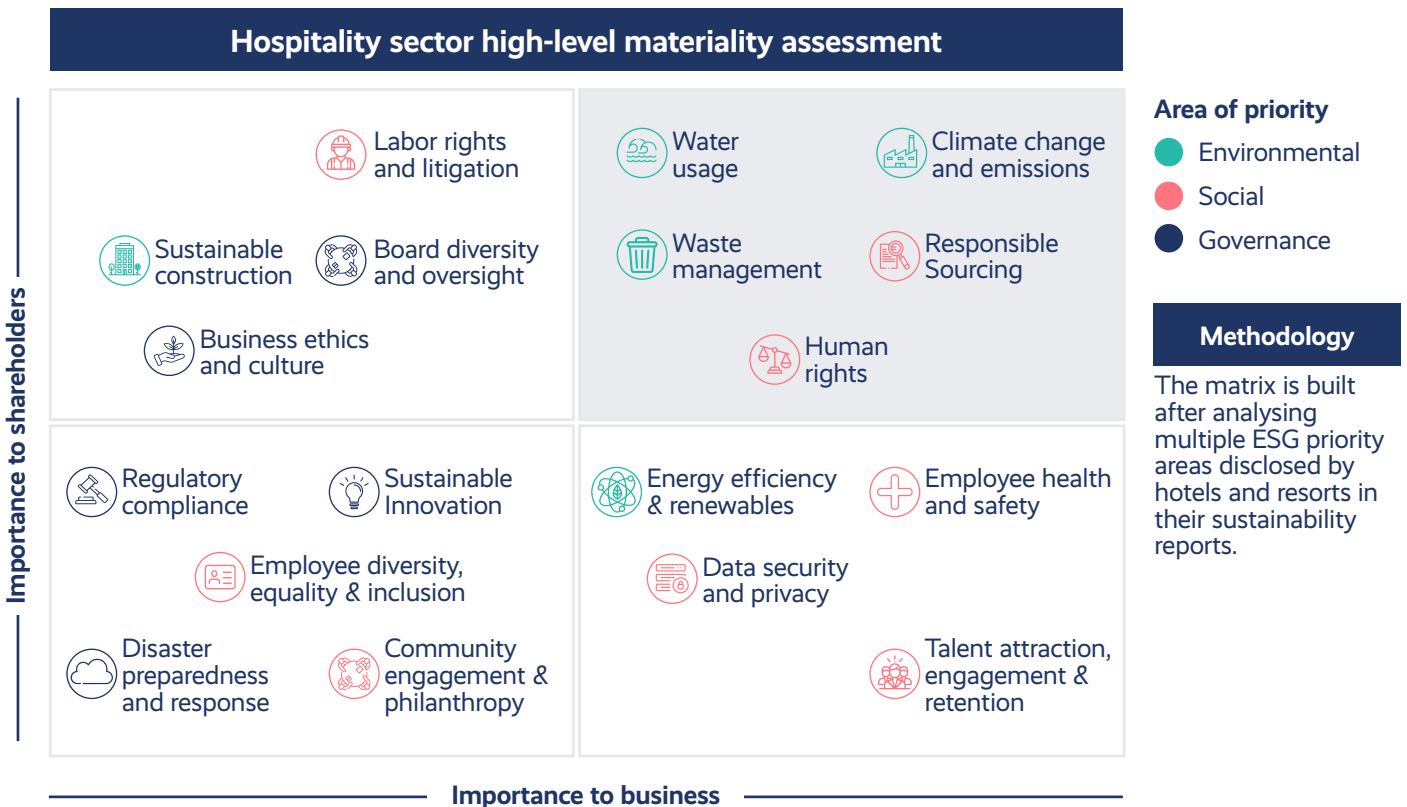
Scoring Step & Topic	Step 1	Step 2	Step 3	Step 4
Level	Corporate Level		Hotel Level	Aggregation from Hotel to Corporate Level
Measures (scoring checkboxes)	✓	✓	✓	✓
Regional Weighting		✓	✓	✓
Qualified Impacts & Measures (to be defined)			✓	✓



How we developed the Framework

For the development of the **Pathway**, we have partnered with Ernst & Young (EY), who assisted us at all project stages.

We started off with a materiality assessment based on desk research, hotel benchmarking and expert opinions, as well as international frameworks (SASB, GRI, SDGs) and ratings (MSCI ESG Industry Materiality Map, S&P, Refinitiv). In collaborative sessions between EY and **Sustainable Hospitality Alliance** experts, the defined material topics have been discussed, challenged, and aligned with the 4P (People, Planet, Place, Prosperity) Framework of the **Sustainable Hospitality Alliance**. Moreover, a hotel ecosystem has been introduced and initial maturity assessments of the major players in hospitality industry have been performed.

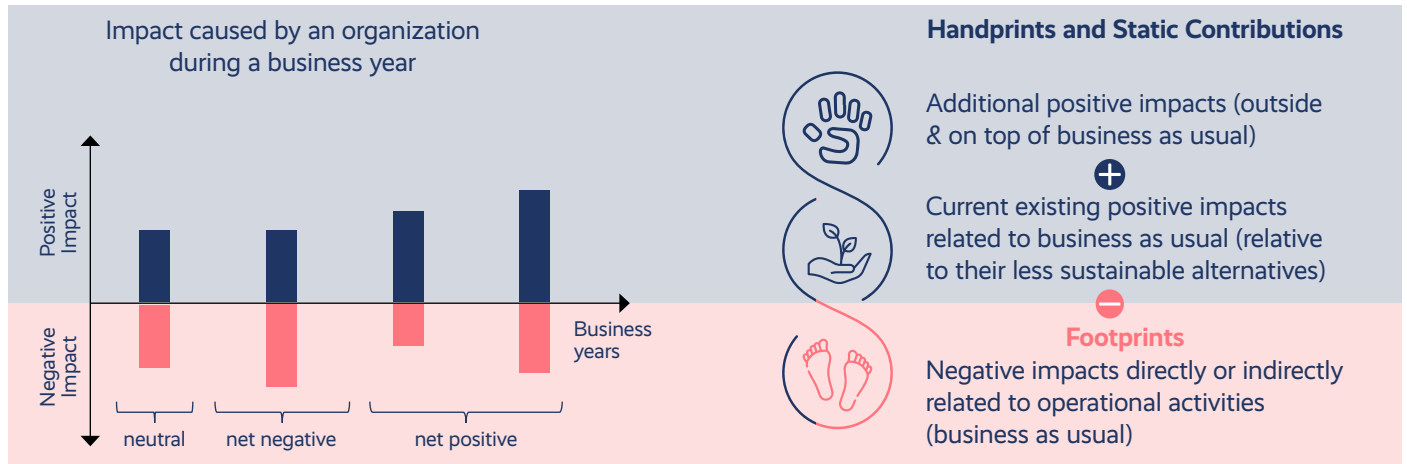


Source: S&P ESG Industry Report Card life sciences 2019, Companies' Press Releases and Sustainability Reports, MSCI Materiality matrix

In the second step, we gained an understanding of the existing net positive frameworks and guidelines, and aligned our approach with them. We used frameworks and definitions based on the work published by Net Positive Project (Net Positive Project, 2019) and Net Positive Group (Forum For The Future, The Climate Group) for the development of our own net positive framework. In collaborative sessions and feedback loops, we characterised net positive maturity levels and finalized a general version of the net positive framework, for its later adjustment to the hospitality industry.



Our definition of Net Positive



Net positive strategies aim to **put** more **back** into society, the environment, and the global economy than they **take out**.

Finally, we analyzed a range of specific hospitality frameworks and used them, together with other general frameworks, as input for our **Net Positive Hospitality Pathway**. The measures and recommendations were grouped according to ESG topics and maturity levels. In the end, we set up a tool format that would allow for score calculation and regional weightings.



At all stages of development, we were collecting feedback from the members of the **Alliance**, conducting interviews for in-depth discussions. Furthermore, we surveyed member hotel chains to get a sense of prioritisation and installed measures.

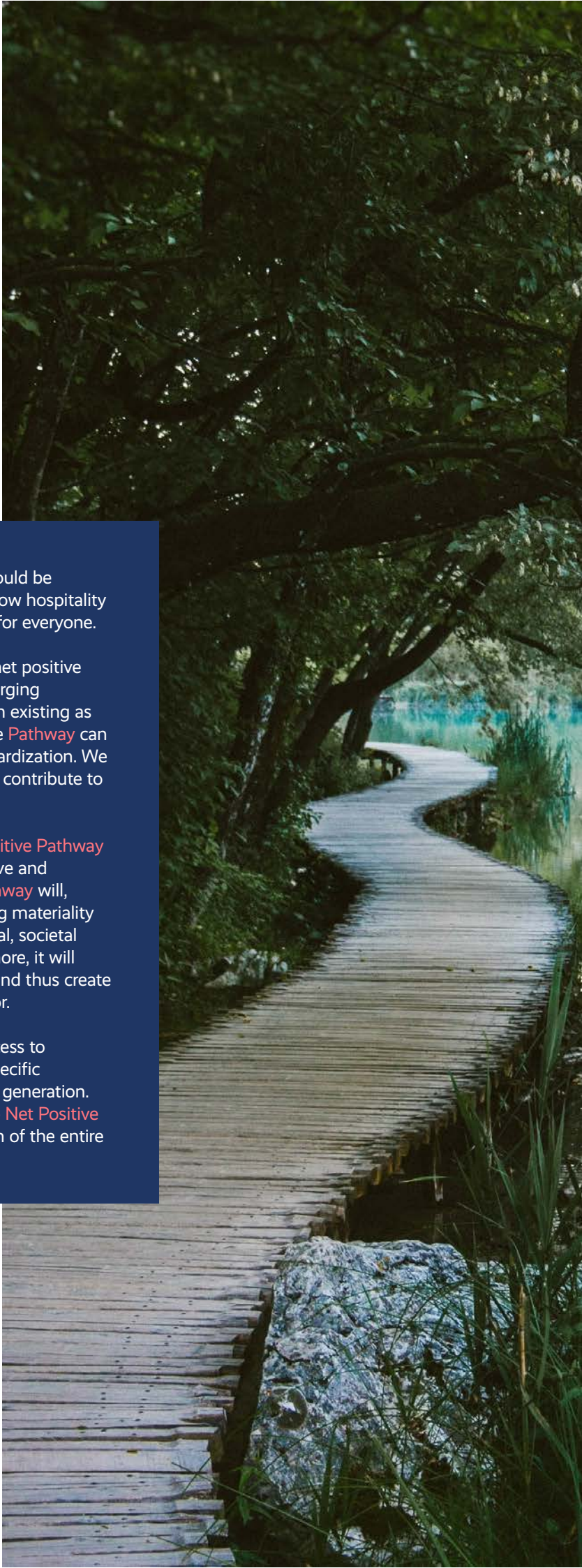
Way Forward

The current [Pathway to Net Positive Hospitality 2.0](#) should be understood as a cornerstone to lead the discourse on how hospitality industry can contribute to creating a prosperous world for everyone.

As our ambition is to reduce complexity in striving for net positive hospitality and unite the multitude of existing and emerging sustainability frameworks, we will continue to align with existing as well as upcoming regulations and initiatives, so that the [Pathway](#) can serve as a baseline for further developments and standardization. We call on everyone to become part of this movement and contribute to future improvement the [Pathway](#).

We are currently working on digitization of the [Net Positive Pathway](#) tool, which would make your journey even more intuitive and enjoyable. The next generation of the [Net Positive Pathway](#) will, moreover, integrate regional specifications by evaluating materiality and regional specifics to address differing environmental, societal and governance conditions all over the world. Furthermore, it will support hotels to build proper measurement systems, and thus create transparency and enable comparability within the sector.

Our next step will be the institutionalization of the process to integrate more stakeholders and standard setters for specific sustainability topics to collaboratively work on the next generation. We are confident, that the discourse on the [Pathway to Net Positive Hospitality 2.0](#) will foster a sustainability transformation of the entire hospitality sector.



Further resources and Information

Find out more about the [Pathway to Net Positive Hospitality](#) and sustainability in the hospitality sector!

Book a session with the team to get further details.

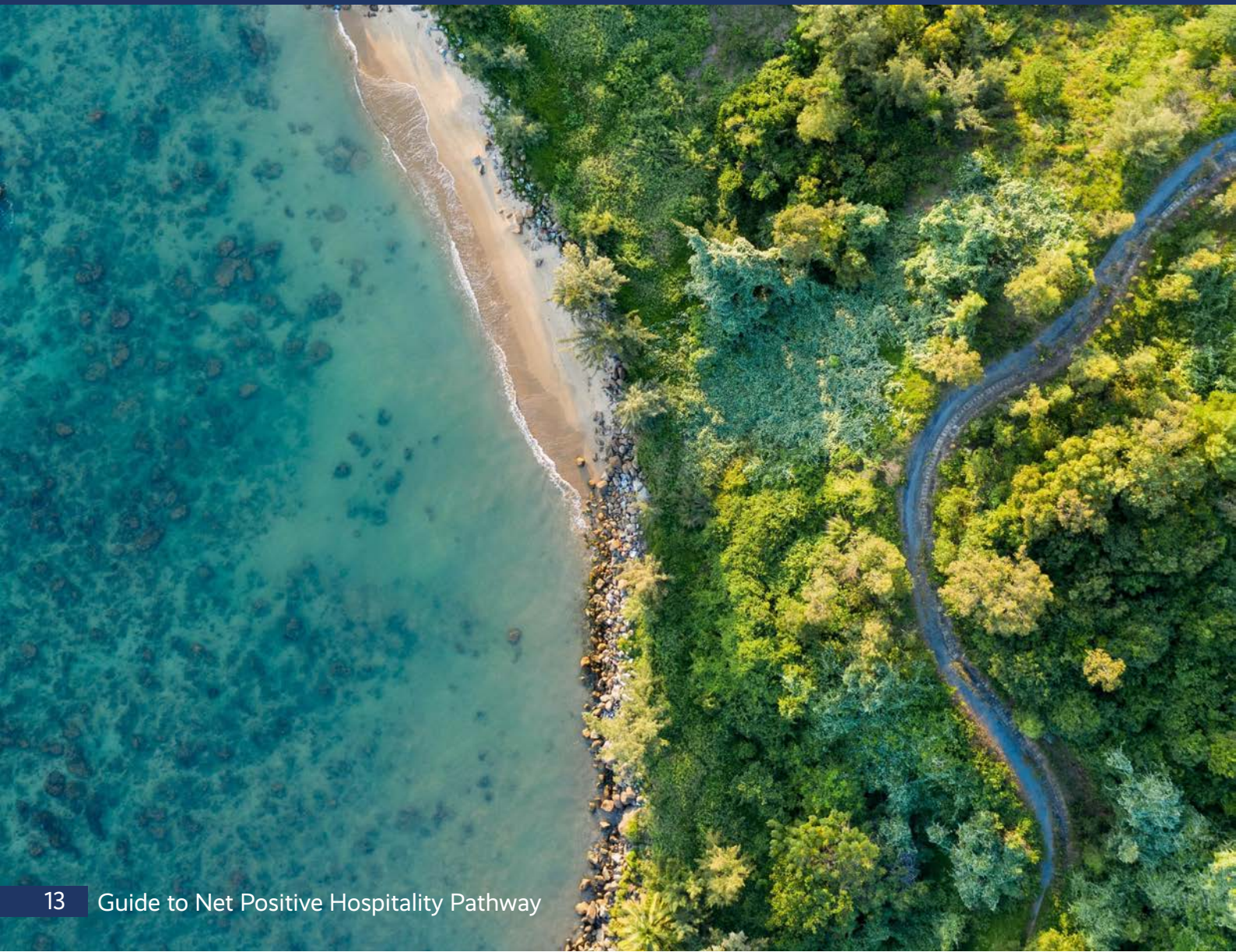
Contact us at info@sustainablehospitalityalliance.org.

Get to know [Our Team](#).

Visit our [website](#) to download the work tools.

[Get involved](#) and become our member or partner to collaborate with us on key issues, share expertise, and influence the strategic direction of sustainability in the hospitality industry.

Let's drive sustainable change across
the industry together!



Participating Member Hotels



IHG Hotels & Resorts



FOUR SEASONS
Hotels and Resorts
Four Seasons Hotels and Resorts



Dorint Hotels & Resorts



Caesars Entertainment



Choice Hotels



Deutsche Hospitality



BWH Hotel Group



Arabella Hospitality



Soneva



Hyatt



Iberostar



Accor



ITC Hotels



Jumeirah Group



Kerten Hospitality



Whitbread PLC



The Merrion



Oetker Collection



Hilton Hotels



Scandic Hotels



Radisson Hotels



Marriott International



Wyndham Hotels & Resorts

Studied frameworks

Booking.com

Booking.com



Corporate Sustainability Reporting Directive



Forum for the Future



Global Business Travel Association



Greenview



Global Reporting Initiative



Global Sustainable Tourism Council



MSCI



Net Positive Project



Refinitiv



Sustainability Accounting Standards Board



S&P Global



Sustainable Development Goals



Taskforce on Nature-related Financial Disclosures



Travalyst



World Benchmarking Alliance



World Travel & Tourism Council

Framework descriptions

Booking.com: Booking.com offers over 28 million reported accommodation listings, which makes them one of the world's leading digital travel agencies. Furthermore, they have developed a sustainability guide which includes practical steps that properties can take to make positive changes for their business, local environments and the industry as a whole.

CSRD: The Corporate Sustainability Reporting Directive is a significant EU regulation that provides comprehensive sustainability reporting requirements under the principle of "double materiality".

Forum for the Future: The Forum for the Future is an international sustainability non-profit that has participated in bringing together the Net Positive Group. The group aims to clarify the concept of Net Positivity and bring more consistency and credibility to the measurement of organizations' Net Positive approaches.

GBTA: The Global Business Travel Association is a business travel and meetings trade organization, which provides specific hotel guidelines regarding safety and security as well as corporate social responsibility.

Greenview: Greenview is a provider of sustainability programs and data management for hospitality and tourism standards. The organization has authored a net zero methodology for hotels and developed a GSTC Hotel Sustainability Management System Guidance.

GRI: The Global Reporting Initiative is an independent, international organization that has introduced universal, global standards for sustainability impacts.

GSTC: The Global Sustainable Tourism Council manages global standards for sustainable travel and tourism and has developed industry criteria for the hotel-sector.

MSCI: MSCI Inc. is a provider of critical decision support tools and services for the global investment community. The organization has created an ESG Industry Materiality Map that presents key issues for companies in a specific sub-industry or sector, including the hotel-industry.

Net Positive Project: The Net Positive Project brings together a coalition of cross-sector partners to develop an aligned net positive approach that is supported by a common set of principles and best practices.

Refinitiv: Refinitiv is a provider of financial markets and infrastructure. The organization offers ESG services and data that covers over 12,000 global companies.

SASB: The Sustainability Accounting Standards Board is a non-profit organization, which has developed standards that identify the subset of sustainability issues most relevant to financial performance in 77 industries, including the hotel-sector.

S&P: S&P Global is a provider of financial intelligence solutions, that offers a variety of ESG Services including ESG Scores, data, and research insights including an ESG Materiality Map.

SDGs: The Sustainable Development Goals represent the basis for the 2030 Agenda for Sustainable Development. They are a collection of 17 interlinked objectives, designed to provide a shared blueprint for peace and prosperity for people and the planet.

TNFD: The Taskforce on Nature-related financial disclosures consists of 40 individual Taskforce members representing institutions, corporates, and market service providers. They have introduced the Nature-Related Risk & Opportunity Management and Disclosure Framework.

Travalyst: Travalyst is a non-profit organization which aims to catalyze sustainability within the tourism industry. To achieve this goal, they have developed an Accommodation framework which supports the creation of transparent reporting systems.

WBA: The World Benchmarking Alliance is a non-profit organization that assesses and ranks the world's most influential companies on their contribution to the Sustainable Development Goals.

World Travel & Tourism Council: The World Travel & Tourism Council is the global authority on the economic and social contribution of Travel and Tourism. The organization has introduced the globally recognized basic sustainability indicators for hotels.

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Additionally, a number of CSR reports of hotel chains were read and used for benchmarking purposes.

Appendix:

General Pathway Overview

Topic	Category	Standards	Stage 1: Measure and reduce impact	Stage 2: Measure and reduce impact	Stage 3: Minimise negative impact	Stage 4: Net zero leaving no-one behind
Resource Use & Pollution	Water	<p>GRI 303: Water and effluents</p> <p>SASB Water & Wastewater Management</p> <p>CSRD Pollution of water (including groundwater); Water withdrawals; Water consumption; Water use; Water discharges in water bodies and oceans; Habitat degradation and intensity of pressure on marine resources</p>	<p>Policy and initial action plan in place.</p> <p>The organization measures its water footprint (consumption and pollution) on a regular basis and in accordance with recommendations from industry standards and methodologies, and requires operators to develop an initial action plan with set targets and implement immediate solutions.</p>	<p>Implementation of the policy.</p> <p>Water risk is assessed, water consumption as well as wastewater is measured at a granular level by type and monitored. Goals are set, strategic solutions and initiatives have been implemented and steps are taken to minimize overall consumption.</p>	<p>Introduction of innovative solutions for water recycling / recovery.</p> <p>New water recycling / recovery initiatives have been investigated and implemented. Wastewater, including grey water, is effectively treated, and is only reused or released safely, with no adverse effects to the local population or the environment.</p>	<p>Support of replenishment solutions at regional level.</p> <p>Advocation of sustainable water management at the destination. The impact from replenishment measures at a regional level overweighs the remaining water footprint.</p>
	Material Use	<p>GRI: 301: Materials</p> <p>SASB: Materials Sourcing & Efficiency; Product Design & Lifecycle Management</p> <p>CSRD Depletion of non-renewable resources; Regeneration of renewable resources; Circular Business models</p>	<p>Policy and initial action plan in place.</p> <p>The organization measures material and waste streams. It has defined policies for the most significant materials (incl. no single-use policy) and has a responsible procurement strategy in place.</p>	<p>Establishing and implementing sustainable procurement policies.</p> <p>Purchasing policies favor environmentally sustainable and local suppliers and products. Single-use items are reviewed and single-use plastics - eliminated</p>	<p>Advanced initiatives in place.</p> <p>Advanced mapping and monitoring of material flows, with waste elimination being one of the key factors in purchasing decisions. Active search for innovative solutions to overcome related issues (such as elimination of single-use items).</p>	<p>Support of replenishment solutions at regional level.</p> <p>Advocation of sustainable material management at the destination. Impact from waste treatment measures at a regional level overweighs the remaining footprint</p>
	GHG Emissions & Energy	<p>GRI 305: Emissions; 302: Energy</p> <p>SASB Climate Change & GHG Emissions; Air Quality; Energy Management</p> <p>CSRD GHG Emissions;</p>	<p>Policy and initial action plan in place.</p> <p>Significant greenhouse gas emissions from all sources controlled by the organization (Scope 1 & 2) are identified, calculated, where possible, with policies in place and reduction targets being set.</p> <p>Pollution of air (both indoor and outdoor); Energy</p>	<p>Implementation of the policy.</p> <p>Advanced GHG emissions and energy data collection and monitoring in place. Near-term SBTi targets have been achieved and new solutions are investigated and implemented.</p>	<p>Value chain involvement and advanced initiatives in place.</p> <p>Achievement of long-term SBTi targets. Strategy for Beyond Value Chain Mitigation (BVCM) is in place and innovative solutions are invested in</p>	<p>Support of replenishment solutions at broader ecosystem level.</p> <p>Emissions are reduced to a minimum and exceeded by mitigation measures within and outside of the own value chain. Initiatives for better energy efficiency and renewable solutions are invested in at the destination level.</p>
	Waste	<p>GRI 306: Waste</p> <p>SASB Waste & Hazardous Materials Management</p> <p>CSRD Substances of concern; Waste; Pollution of soil; Pollution of living organisms and food resources;</p>	<p>Policy and initial action plan in place.</p> <p>Waste data and management systems and policies are in place. The strategy for waste reduction has been defined with some targets already achieved.</p>	<p>Application of policy, monitoring, and oversight.</p> <p>Implementation of defined practices to minimize waste and pollution. Investigation of further initiatives for this purpose is launched.</p>	<p>Value chain involvement and advanced initiatives in place.</p> <p>Advanced mapping and monitoring of waste flows, with waste elimination being one of the key factors in purchasing decisions; active search for innovative solutions to overcome related issues.</p>	<p>Support of replenishment solutions at regional level.</p> <p>Advocation of sustainable waste management at the destination. Impact from waste treatment measures at a regional level overweighs the remaining footprint.</p>

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Nature Protection	Ecosystems & Biodiversity	GRI 304: Biodiversity SASB Ecological Impacts CSRD Habitat degradation and intensity of pressure on marine resources; Direct impact drivers of biodiversity loss; Impact on the state of species; Impacts on the extent and condition of ecosystems; Impacts and dependencies on ecosystem services	Policy and initial action plan in place. Compliance with laws and regulations, mapping of locally important ecosystems and initial measures to support biodiversity are in place.	Application of policy, monitoring, and oversight. Implementation of conservation strategies and support, regular monitoring, and assessment of impact, as well as inclusion of biodiversity impact into procurement decision making.	Involvement at the broader local and global level. Active participation in creation of local guidelines, monetary support of conservation initiatives at local level and baselining global biodiversity impact.	Support of replenishment solutions at broader ecosystem level. Funded biodiversity conservation projects exceed minimized negative impacts on biodiversity at local and global level.
Fairness in the workplace	Human Rights	GRI 410-1 Security personnel trained in human rights policies or procedures; 411: Rights of indigenous peoples 2016; 408: Child labour; 409: Forced or compulsory labour SASB Human Rights CSRD Rights of indigenous communities; Human rights, fundamental freedoms, democratic principles; Protection of whistle-blowers	Reduction in breach of human rights - policy commitment and due diligence. The organization has a policy and commitments in place. Initial risks and impacts have been assessed. Necessary trainings have been provided and certain risks mitigated.	Human Rights standards being met - embedding respect. The human rights policy has been communicated and operationalized (at the hotel level and incl. supply chain). Employees' records are collected and monitored. Actions on human rights impacts and risks are defined, and implementation has started. Human rights of all workers are respected with relevant systems and mechanisms in place.	Human Rights promoted across value chain - embedding respect. The human rights policy is introduced and implemented along the value chain. Active collaboration and support of Tier 1-3 suppliers to promote human rights and fair and ethical recruitment.	Influencing public policy on worker rights - remedy and reporting. The organization actively supports human rights initiatives and programs in the ecosystem and works with industry partners to address critical risks.
	Labour Practices	GRI 401: Employment 2016; 402: Labour/Management Relations 2016; 403: Occupational health & safety 407: Freedom of association and collective bargaining; SASB Labour Practices; Employee Health & Safety CSRD Working Conditions; Protection of whistle-blowers	Reduction in breach of labour standards. The organization demonstrates labour standards compliance. Regular assessment and monitoring of working conditions and a developed strategy for further improvement are in place.	Prioritised fair labour practices are being achieved. Working conditions of employees are further improved, employee satisfaction is monitored and acted upon. The organization looks into labour rights of the Tier 1 suppliers.	Promoting fair labour practices along the value chain. Medium-term targets on labour practices improvement have been achieved. The organization addresses labour practices along the value chain and helps develop just transition pathways.	Influencing public labour practices. The organization resorts to multistakeholder approach to support and improve labour practices in the whole ecosystem.
Equitable & Better Opportunities	Equity, Diversity, Inclusion	GRI 405: Diversity & equal opportunity SASB Employee Engagement, Diversity & Inclusion CSRD Equal treatment and opportunities for all; Social inclusion of consumers and end-consumers	Diversity, equity, and inclusion (DEI) due diligence and commitment. DEI due diligence has been conducted, a strategy - drafted and first initiatives implemented. Equal opportunities for workforce relate to the offering of employment, training, and promotion opportunities, irrespective of the person's age, sex, disability, race, ethnicity, origin, religion, economic or other status.	Embedding diversity, equity, and inclusion (DEI) across workforce. The organization has embedded DEI principles into its strategy and considers DEI factors and risks at each employment stage.	Embedding diversity, equity, and inclusion (DEI) across value chain. The organization embeds DEI principles into its value chain strategy and supports DEI improvement outside its own workforce. Further KPIs and targets are defined.	Advocating diversity, equity, and inclusion (DEI) beyond value chain. The organization supports DEI at destination level through multistakeholder approach. Some of ambitious targets have been achieved.

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Equitable & Better Opportunities	Employee Engagement	GRI 404: Training & education SASB Employee Engagement, Diversity & Inclusion CSRD Equal treatment and opportunities for all	Equitable access for education, training, and career progression. Equitable access to education, training and skills development opportunities is ensured for all staff and the training is actively promoted. Training records are available.	Employee engagement in sustainability and career opportunities. The organization offers volunteer opportunities and a wide range of sustainability trainings and projects. Clear career paths are created for all employees.	Professional education and innovation for sustainability. The organization start cooperating with value chain partners to create further development opportunities and promote them in the community.	Value based and purpose driven environment for all workers in the value chain. The organization further promotes community talent networks, also in active cooperation with value chain partners, and with rewards programs in place.
Community Partnerships and Support	Community Partnerships	GRI 203: Indirect economic impact; 410: Security practices; 413: Local communities; 411: Rights of indigenous peoples 2016; SASB Community Relations CSRD Communities economic, social, and cultural rights; Communities civil and political rights; Social inclusion of consumers and end-consumers; Rights of indigenous communities	Assessment of community impact and increase in impactful community projects. The organization is aware of the local culture of the destination and keeps record of appropriate behavior and interaction, encouraging both staff and guests to make positive contributions to the community.	Establishing partnerships for destination level projects. The organization actively participates in the destination culture and contributes to local community projects. Community members are involved in the business activities of the hotel.	Destination-based community-led innovation. Community projects are spread further along the value chain. Problematic circumstances in the community are addressed and all activities are properly recorded.	Contribution to destination resilience and sustainability. The organization and its associated activities do not harm the destination community in any way, at the same time enabling and promoting positive local development.
	Local Sourcing & SMEs	GRI 203: Indirect economic impact; 204: Procurement practices; 414: Supplier social assessment SASB Supply Chain Management CSRD Management of relationships with suppliers including payment principles	Local sourcing due diligence. Sourcing and purchasing decisions are properly recorded and local suppliers are given priority.	Preferred local sourcing and supporting local SMEs. The organization continues to network with local SMEs to build supply chain engagement and support them in addressing ESG issues.	Expanding local supply chain initiatives. Networking opportunities manifest themselves in partnerships, and there are opportunities to use the hotel as a platform to expand business opportunities for local SMEs.	Contributing to community resilience through local supply chain initiatives. The organization and its associated activities do not negatively impact local entrepreneurs and SMEs, but provide a platform and knowledge hub to support their development towards resilience and business success.
Customer Welfare	Customer Welfare	GRI 418: Customer privacy; 416: Customer health & safety SASB Customer Privacy; Data Security; Product Quality & Safety; Customer Welfare; Selling Practices & Product Labelling CSRD Information related impacts; Personal safety of consumers and end-consumers	Safety policies are in place and followed. The organization has robust safety equipment and thorough cleaning procedures and training in place. Moreover, it makes sure, that customers are treated in an inclusive way and are heard, with a feedback system in place.	Increased accessibility and more advanced customer management. The hotels invest into better customer experience, working on continuous improvement and mitigation of negative experience potential.	Stronger focus on sustainable customer experience and promotion of sustainability initiatives. The organization promotes sustainability making it part of customer experience, thereby raising awareness.	Promotion of customer welfare practices in the ecosystem. The organization shares best practices across the sector, participating in collaborative partnerships for better and more sustainable customer experience.

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Net Positive Governance	Stakeholder Engagement	GRI 2: General Disclosures 2021	Initial stakeholder mapping and engagement activities. The organization has defined its ecosystem and has done stakeholder mapping. The key stakeholders (e.g., business partners, staff, and customers) are involved into sustainability activities and aspirations of the organization.	Increased stakeholder engagement. The organization strives to develop new partnerships, while strengthening stakeholder engagement with the existing stakeholders.	Development of partnerships within ecosystem. New partnerships are initiated, whereas the existing ones are characterized by strong collaboration and information exchange, especially with regard to sustainability efforts.	Encouraging sustainable practices in the broader ecosystem. The organization goes beyond own stakeholder engagement by supporting initiatives and partnerships across the tourism sector that contribute to supplier sustainability and sustainable development of destinations.
	Management and Compliance	GRI 2: General Disclosures 2021; 207: Tax SASB: Management of the Legal & Regulatory Environment; Systemic Risk Management; Critical Incident Risk Management; Business Model Resilience; Business Ethics; Competitive Behavior	Setting up efficient governance structures and systems. The organisation sets up sets up necessary governance structures and responsibilities for sustainable transformation, defines requirements and policies.	Introduction of a sustainability management system (SMS) and process definition. The SMS is introduced and clearly documented. The organisation performs regular risks assessments and is compliant with all applicable regulations. Incentive mechanisms are in place.	Value chain involvement and advanced performance assessment. The organisation performs rigorous assessment of risks and impacts, evaluates the effectiveness of action plans, and engages with suppliers for knowledge exchange.	Introduction of innovative solutions. The organisation not only updates its procurement process, but also actively supports future-oriented technologies and verifies the effectiveness of its measures externally.
	Commitments and Reporting	GRI 2: General Disclosures 2021; 3: Material Topics 2021 SASB: Systemic Risk Management; Business Model Resilience	Setting targets and creating communication policy. The organization includes ESG performance into its communication, sets and reaches initial targets.	Auditing and sharing of data. The sustainability data is externally verified and made transparent and available to stakeholders.	Embedding environmental and social factors into reporting along the value chain. The organization publicly commits to Net Positivity, seeks to become certified and embeds its sustainability targets into the company strategy.	Reporting reflects impacts and progress across the ecosystem. The organization communicates sustainability initiatives to external interested parties and supports the future development of industry, environmental and social visions, and commitments.