

Pathway to NetPositiveHospitality

Stage 1

Understand impact & dependencies	
	1. Undertake a human and labour rights risk assessment and consider potential impacts and opportunities
	2. Review dependencies relating to human rights and labour
	3. Review and update, or create, policies (e.g. Code of Conduct, Procurement, CSR, supplier code of conduct, engaging and terminating business relationships) to ensure Human and Labour Rights are consistently included in all documents and to identify any gaps. If any changes are made or new clauses developed, ensure these are communicated to all HR leads at hotels
	4. Complete vulnerability map, disaggregated by region/country
	5. Analyse data and information to identify material issues and impact on staff and priorities
	6. Review Human Rights and Labour legislation related to the region /country and progress annually
	7. Check that policies are being implemented and ensure all staff are aware of them
	8. Check data quality, and review data for gaps and any figures which are much higher or lower than expected. Compare your baseline to benchmarks
Set targets	
	9. Set company targets, targets for managed hotels, and suggested targets for franchised hotels, for human and labour rights. Use risk and impact assessment to set company-level targets
	10. Share targets and improvement plans with internal stakeholders, including regional HR leads and hotel GMs
Take action	
	11. Review available guidance to identify relevant actions and create an improvement plan. This should consist of activities to be executed in the short-term (1 year), a medium-term (3 year) plan and a headline plan for longer-term initiatives (5-year plan). You should include compliance with global labour standards and development of a strategy for improving labour practices
	12. Engage with internal stakeholders, including regional leads and GMs, to develop solutions and plan for improving human rights performance
	13. Determine financial and non-financial resources needed, create a business case and gather required resources
	14. Roll out policy update and complete all staff orientation for corporate staff, as well as regional or property leads
	15. Inform employees about objectives and their role in achieving your targets

Stage 2

Understand impact & dependencies	
	1. Update risk assessment and impacts identified in stage 1, and expand to include Tier 1 suppliers
	2. Ensure all policies and information materials are available in the first language of all workers in the business, simple to understand and accessible to people with sight or reading difficulties
	3. Work with the HR and legal team to review the contracting process and supply chain contracts in line with human and labour rights due diligence standards and obligations
	4. Review global/central procurement (goods and services) agreements to ensure fair human rights and labour practices are incorporated into policies and there is a commitment to fair labour practices within supply chain
	5. Review internal processes
	6. Based on review and risk assessment, identify potential impacts
Set targets	
	7. Review and strengthen company targets, targets for managed hotels, and suggested targets for franchised hotels, to strengthen positive outcomes and reduce risk to Human and Labour Rights. This should include targets to support Tier 1 suppliers
	8. Communicate the KPIs, targets and goals clearly to employees, hotels, and suppliers
Take action	
	9. Review available guidance to identify additional relevant actions which support progress. You should include actions which focus on priority areas with Tier 1 suppliers

	10. Develop a training strategy that will ensure all internal stakeholders are trained on Human Rights issues
	11. Determine financial and non-financial resources needed, create a business case and gather required resources
	12. Develop strategy for communicating Human Rights policy and commitments across the organisation, to hotels and suppliers
	13. Implement actions and regularly monitor for progress
	14. Update brand standards (and standard operating procedures, if set at corporate level) to better support human rights and labour rights
	15. Raise employee awareness of commitments, and their role in achieving them
	16. Engage with customers and enable them to make more sustainable choices

Stage 3

Understand impact & dependencies

	1. Create a baseline on labour practices for your suppliers
	2. Refresh the assessment of risks associated with your supply chain
	3. Ensure suppliers and sub-contractors are aware of the company's expectations and standards
	4. Review progress on meeting medium-term targets priority areas for own staff and hotels (employed and contracted) to further strengthen positive outcomes for human and Labour rights
	5. Update baseline and progress against benchmark indicators

Set targets

	6. Work with supply chain businesses to set targets and KPIs for improving ethical recruitment and human rights outcomes
	7. Communicate human rights commitment and targets to key internal and external stakeholders
	8. Demonstrate your commitments publicly

Take action

	9. Review available guidance to identify additional relevant actions based on review of progress, targets agreed with management, updated assessment of risk and selected businesses within supply chain
	10. Continue to engage staff and hotels in the process of improving and strengthening Labour and human rights practices
	11. Determine financial and non-financial resources needed, create a business case and gather required resources
	12. Modify brand standards to include procurement codes which apply to franchisees
	13. Refresh training on ethical recruitment and human rights policies, standards, and guidelines for the supply chain with hotels and suppliers
	14. Engage with national and international actors (governments, NGOs, conservation groups, partnerships, coalitions etc.) to increase the scale of progress achieved
	15. Actively engage your staff and encourage innovation
	16. Engage with customers and enable them to make more responsible choices