Accelerating the Path to Net Positive Hospitality

Sustainable Hospitality Alliance five-year strategy

15 May 2023

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

Sustainable Hospitality Alliance

NetPositiveHospitality

We are the Sustainable Hospitality Alliance: Our Donor Members

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

Foreword

We are thrilled to introduce Sustainable Hospitality Alliance's bold new five-year strategy, designed to accelerate industry-wide action and achieve our vision of Net Positive Hospitality – creating a prosperous and responsible hospitality sector that gives back to the destination more than it takes.

As we all know, more than traditional sustainability practices are required. We must adopt a holistic approach to positively impact the environment, society, and the economy, rather than simply minimising impacts.

The travel and tourism industry plays a vital role in the global economy, accounting for up to 70% of GDP in some countries[1]. However, it also generates significant costs, including emissions, biodiversity loss, inequality, and informal employment. Shifting to a net positive model means actively causing positive impacts on the environment and society across our facilities and supply chain while minimising costs.

To develop our strategy and work plan, we worked closely with our donor members, partners, and sustainability stakeholders to identify issues impacting the hospitality industry. We undertook a robust participatory process to understand industry priorities, capabilities, and constraints and defined a set of strategic initiatives that address these and deliver on our vision and mission.

Implementing the strategy will require concerted commitment, collaboration, and ownership from Alliance donor members. There is much work to be done, but considerable opportunities to be unlocked. The Alliance is uniquely positioned to address these challenges and potential. We have set a high vision for the industry to achieve, but our ability to convene will help clarify systemic priorities and hold each other accountable to deliver on these.
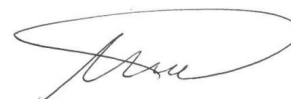
We have a solid 30-year legacy and are proud of what we have achieved as a collective so far. Our priority is now to translate our vision into action and deliver meaningful interventions that leverage our unique characteristics as an ambitious industry coalition and inspire the industry towards a prosperous and responsible future.

We welcome everyone to join us on this journey.

Yours in sustainable hospitality,

Wolfgang M. Neumann
Chair

Glenn Mandziuk
Chief Executive Officer

[1] Systemiq analysis based on World Travel and Tourism Council, McKinsey and Statista data

Executive summary

The Sustainable Hospitality Alliance has built a 30-year legacy of uniting industry leaders in pursuit of a better world.

Drawing from this firm foundation, the Alliance embarked on a year-long strategic planning process in partnership with our donor members and external partners to develop a five-year strategy that advances a net positive future for the hospitality industry and the destinations we operate.

This strategy provides a clear and robust vision, mission, and goals for our organisation, serving as a reference point for the entire hospitality sector as we strive towards a sustainable future for People, Planet, Place, and Prosperity.

The strategic process identified three crucial priorities that will shape our future direction:

Firstly, we aim to facilitate collaboration and deepen networks to deliver change. Doing so can foster a sense of collective responsibility and encourage hospitality businesses to work together towards a more sustainable future.

Secondly, we seek to equip and inspire the global hospitality sector to translate the *Pathway to Net Positive Hospitality* in their businesses. This approach will enable them to adopt more sustainable practices and positively impact their communities.

Finally, we aim to raise ambition by sharing progress and facilitating dialogue. Highlighting success stories and encouraging open discussions can inspire more businesses to adopt sustainable practices and contribute to a better world at an exponential level.

Our vision

A prosperous and responsible hospitality sector that gives back to the destination more than it takes.

Our mission

To accelerate the path to Net Positive Hospitality through strategic industry leadership, collaborative action, harmonisation of metrics and regenerative solutions.

Our goals

Measurement
Work collaboratively to harmonise metrics and KPIs, develop standards and streamline reporting and benchmarking in sustainability.

Leadership
Position the Alliance as the authoritative voice in sustainability for the global hospitality industry and accelerate progress through bold and strategic leadership, innovation, entrepreneurship and collaboration.

Regenerative Solutions
Facilitate a collaborative approach to achieving Net Positive Hospitality through co-ordinating and developing innovative, practical and scalable solutions, tools and resources.

Core strategic initiatives

The strategy advances a comprehensive approach to achieving Net Positive Hospitality, consisting of three key components.

Net Positive Pathway

Firstly, we have created a clear, action-focused **Net Positive Pathway** outlining the critical intervention points and activities required to achieve our shared vision. This Pathway provides a framework for the entire industry and will guide our collective efforts.

Secondly, we have implemented a benchmarking process to track progress on the Pathway and facilitate industry dialogue to develop a shared definition of hospitality sustainability standards, harmonise (qualitative and quantitative) metrics, and streamline reporting requirements and data collection. This process allows the hospitality industry to hold itself accountable and work towards a common goal. Ultimately, the process could lead to establishing a certification framework and system for the industry.

Finally, we have presented a model to develop a Net Positive Hospitality Academy platform that provides knowledge assets, tools, and modules to build capacity through a global training institutional network that translates this into action. This platform will equip the sector with the skills and resources to take meaningful steps towards sustainability.

High Ambition Movers

To drive large-scale change, we have also launched **High Ambition** *Movers.* This initiative brings together our most ambitious donor members of the Alliance to forge bold commitments and partnerships that leverage their market power and investment capacity to drive catalytic shifts towards net positive. Working together can make a significant impact and inspire others to follow suit. Key steps will be taken to ensure that actions do not breech competition law, regulations and principles.

Net Positive Accelerators

Finally, we have established **Net Positive Accelerators***,* which leverage collaboration on the ground through members' footprints and operations to deliver pilot initiatives targeting systemic issues in specific destinations. Through these initiatives, we can capture critical learnings and potential for scaling and replication, which we will systematically disseminate to the broader industry. We hope to inspire the hospitality industry to work towards a sustainable future by sharing our insights and achievements.

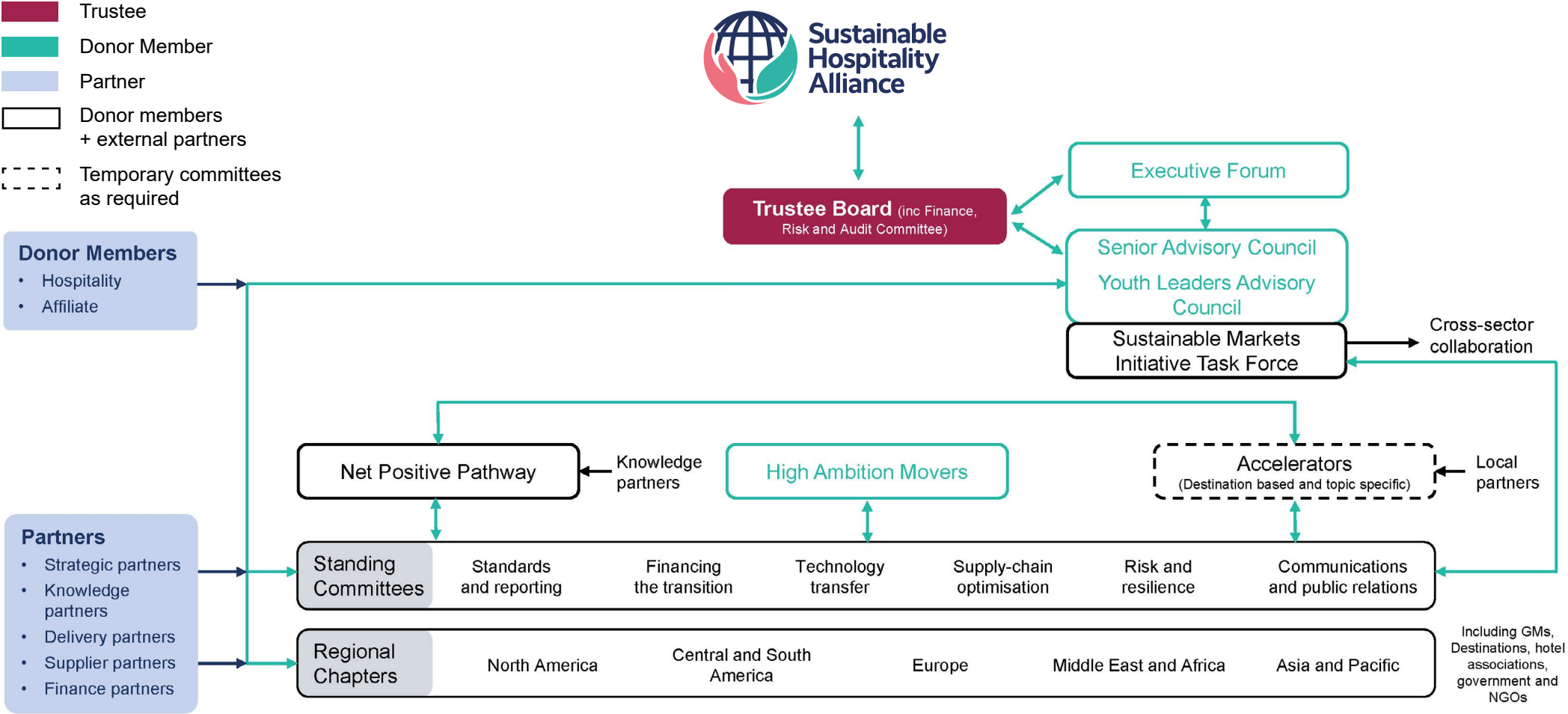|			
Vision	A prosperous and responsible hospitality sector that **gives back** to the destination **more than it takes.**		
Value add	Leveraging member capabilities and reach to drive catalytic change that cannot be achieved alone.		
	Aligning industry around a shared vision and compelling narrative: business case, intervention points, action pathways.	**Leveraging market power to catalyse system change:** shared actions and advocacy to shift policy, finance, and supply-chains.	**Enabling and mobilising action on-the-ground:** implementing pilots to test, iterate and generate impact.
Goals	Measurement	Leadership	Regenerative Solutions
Strategic initiatives	**Net Positive Pathway** An action-focused Net Positive Pathway outlining a shared vision and actions, combined with a shared definition of sustainability standards, supported by an Academy platform to equip the industry to translate vision into action.	**High Ambition Movers** Bringing together high-ambition Alliance members to forge bold commitments and/or partnerships that leverage their market power to drive catalytic shifts towards net positive and investment into innovations or destinations.	**Accelerators** Leveraging Alliance members' operations to design and deploy pilot initiatives targeting systemic issues in specific destinations alongside public and private sector partners to create replicable and scalable solutions.
	Cross-cutting functions Knowledge sharing Communications, storytelling and events		

Optimising organisational delivery

The strategy outlines an integrated and networked organisational model necessary for global, and local, impact and engagement in building a movement. By fostering collaboration, creating partnerships, and working together towards shared goals, we have built a strong network of donor members, partners, and stakeholders committed to sustainability in the hospitality industry.

Our integrated approach involves establishing an Executive Committee of 8-10 hospitality members as advisors to guide decision-making by the Alliance;

expanding the Senior Advisory Council to include both hospitality donor companies and affiliate donor members; establishing a Youth Leaders' Council, Standing Committees, and launching global Regional Chapters; and integrating with the Sustainable Markets Initiative Hospitality and Tourism Task Force.

In addition, knowledge sharing through new digital communication tools and hosting bi-annual Summits and Regional Roundtables will align our vision while leveraging each other's strengths and resources necessary for catalytic action.

Legend:
- Trustee
- Donor Member
- Partner
- Donor members + external partners
- Temporary committees as required

Donor Members
- Hospitality
- Affiliate

Partners
- Strategic partners
- Knowledge partners
- Delivery partners
- Supplier partners
- Finance partners

Sustainable Hospitality Alliance

Trustee Board (inc Finance, Risk and Audit Committee)

Executive Forum

Senior Advisory Council / Youth Leaders Advisory Council

Sustainable Markets Initiative Task Force → Cross-sector collaboration

Net Positive Pathway ← Knowledge partners

High Ambition Movers

Accelerators (Destination based and topic specific) ← Local partners

Standing Committees: Standards and reporting | Financing the transition | Technology transfer | Supply-chain optimisation | Risk and resilience | Communications and public relations

Regional Chapters: North America | Central and South America | Europe | Middle East and Africa | Asia and Pacific — Including GMs, Destinations, hotel associations, government and NGOs

Timeline for delivery

Adopting a phased approach and leveraging a network of partners will be critical to target resources effectively and drive widespread impact – unlocking transformative results over time. We plan to launch individual initiatives and Standing Committees at regular, manageable intervals over the next five years to build up our capacity and impact.

- Align on shared vision, actions and standards among CSOs and teams
- Engage business leaders and wider ecosystem on opportunity
- Ambitious collaborative efforts demonstrate potential of market power and generate proof points

- Net Positive vision well-established across industry – full buy-in from leading CEOs
- Consumers and investors reward net positive actors using industry-led benchmarking
- Net positive solutions (e.g. green energy, meat alternatives) scaling across industry
- Network of destinations provide proof points for Net Positive

- All mainstream private and public leaders convinced of economic opportunity in net positive
- Business teams / talent equipped to embed Net Positive into strategy
- Pioneering nature and people positive solutions are competitive with incumbent alternatives; innovations securing investment
- Policymaker engagement launched – prompting meaningful reform
- Partners are collaborating to advance net positive in destinations worldwide

2023

2028

Sustainable Hospitality Alliance

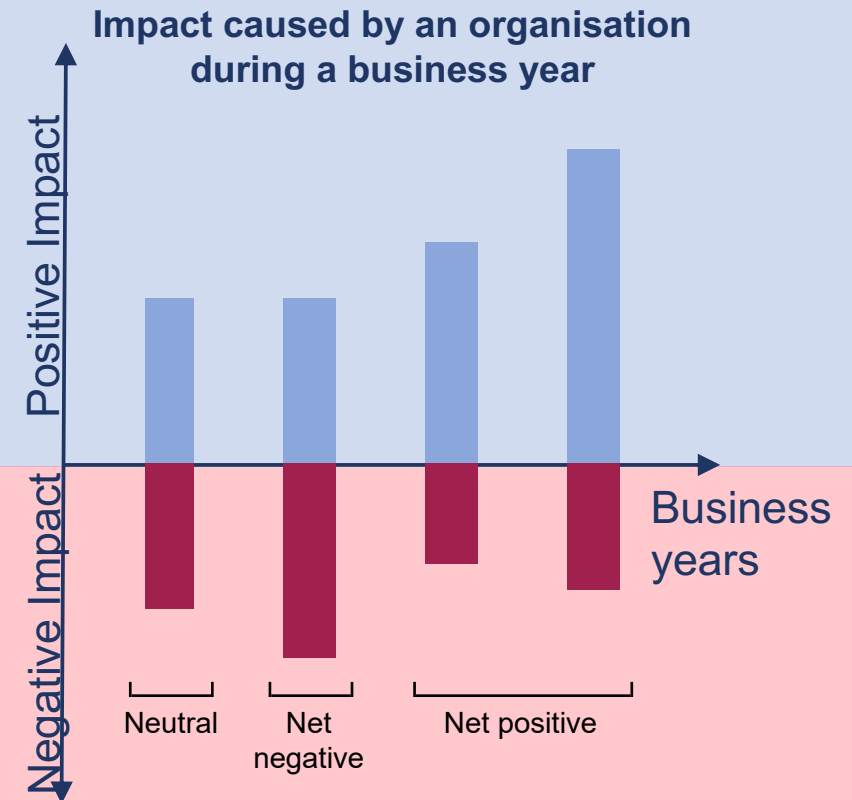## 1. Net Positive Hospitality – Giving back more than we take

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

Everyone will leave a footprint – a negative impact directly or indirectly related to operational activities. To be Net Positive, we need to understand the relationship between our footprints and our handprints – the positive contributions our business can make. Ensuring we are treading as lightly as possible by eliminating, or reducing, our footprints while maximising our positive impacts.

We can only achieve true Net Positive Hospitality when our ecosystems, communities and destinations all thrive. We therefore need to take appropriate action across people, planet, place and prosperity.

To support the industry to achieve this ambition, we created the Pathway to Net Positive Hospitality. Our Pathway provides a holistic, practical framework to guide the hospitality industry along their sustainability journey, from those just getting started, to those leading the way in sustainable innovation. The Pathway to Net Positive Hospitality aligns with the major industry standards, ratings and frameworks to lead towards the harmonisation of global metrics.

This way, every hotel can contribute towards ensuring that our communities, destinations, planet and businesses are thriving and healthy.

Impact caused by an organisation during a business year

Positive Impact / Negative Impact — Business years

Neutral | Net negative | Net positive

Handprints and static contributions

Additional positive impacts (outside and on top of business as usual)

+

Current existing positive impacts related to business as usual (relative to their less sustainable alternatives)

—

Footprints
Negative impacts directly or indirectly related to operational activities (business as usual)

2. Strategy method and process

The Sustainable Hospitality Alliance has a 30-year legacy of bringing together hospitality industry leaders to work collectively for a better world. We have played a significant role in highlighting the importance of embracing sustainability as a core value of the hospitality sector. We are proud of the co-developed initiatives that have kept us at the forefront of the sustainability agenda and provided a strong foundation for us to build on.

To identify what is essential for a prosperous future for the hospitality industry and the destinations in which we operate, the Sustainable Hospitality Alliance embarked on a strategic planning process to develop a five-year strategy. This new strategy provides clear direction for the organisation and a point of reference for the hospitality sector's pursuit of a sustainable future.

Assessment

The strategic planning process started in June 2022 and involved several activities. First, we thoroughly reviewed our resources, programmes, initiatives, and digital media to gain insight into the Alliance's operating context and audiences.

We combined this with a high-level assessment of comparable organisations, reviewing their positioning, approaches to strategic delivery and organisational structures, and an external review of the Alliance's operating governance model.

Stakeholder engagement

We engaged with internal and external stakeholder groups on our current operations, potential strategic action areas, and external context. This included one-on-one discussions with nearly 400 industry leaders through facilitated workshops, surveys of members, and discussions with the Board of Trustees.

Strategy development

Using the insights from our audits and information-finding, we developed an ambitious strategy that recognises the critical issues faced by the industry, our communities, and destinations. This strategy enables the Alliance to support our members and the broader sector in building and operationalising resilient and contributory strategies.

We engaged in several stages of stakeholder consultation to adapt and develop the strategy to ensure it fully addresses the current and future context of the industry. This process included developing the vision, mission, critical success factors, and key strategic directions with our members and strategic partners, a member and more comprehensive industry survey, a member review of the strategic details, and development of priority initiatives, criteria, cross-cutting functions, and core committees and groups needed to deliver the strategy.

3. Our vision, mission and goals

To unlock these capabilities, the Alliance has established an ambitious vision, mission, and goals.

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Our mission

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Our goals

Measurement

Work collaboratively to harmonise metrics and KPIs, develop standards and streamline reporting and benchmarking in sustainability.

Leadership

Position the Alliance as the authoritative voice in sustainability for the global hospitality industry and accelerate progress through bold and strategic leadership, innovation, entrepreneurship and collaboration.

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Facilitate a collaborative approach to achieving Net Positive Hospitality through co-ordinating and developing innovative, practical and scalable solutions, tools and resources.

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4. Programme initiatives

Addressing core industry issues

Throughout the consultation process, our members and other stakeholders identified core industry issues which the strategy needed to address:

External pressures	Fragmentation	Lack of urgent ambitious narratives
• Escalation of planet and people challenges • Rapidly evolving/changing regulatory and legislative environment • Challenge of attracting and retaining talent	• Fragmented industry leadership – historically lacks an authoritative voice. • Complexity of 'geographies' – language, regional priorities • Insufficient scale & breadth in response • Financing inefficiencies mean money is not directed to where it is needed most.	• No declared commitments are in place. • Lack of compelling business case for action on sustainability • Lack of harmonised metrics and benchmarking • Lack of common language within value-chain

Aligning with our existing commitments

As an Alliance, we have also been proud to be lead signatories and supporters of several industry declarations. These include*:

Glasgow Declaration – Supporting the global commitment to halve emissions by 2030 and reach Net Zero as soon as possible before 2050.

Terra Carta – Supporting and rapidly accelerating the world's transition towards a sustainable future and supporting the protection and restoration of a minimum of 30% of biodiversity, on land and below water, by 2030 and 50% by 2050.

Responsible Tourism Charter – Recognising that greenhouse gas emissions, plastic waste, and biodiversity extinction are global issues requiring local action and setting goals, measures and reporting efforts to minimise negative economic, environmental, and social impacts.

Global Tourism Plastics Initiative – Eliminating problematic or unnecessary plastic packaging and items by 2025, moving from single-use to reuse models or reusable alternatives and engaging the value chain towards 100% of plastic packaging to be reusable, recyclable or compostable.

Nature Positive Travel and Tourism – Aspiring to a future in which the industry has adopted a Nature Positive approach by 2030, integrating biodiversity safeguards and reducing impacts throughout operations and value chains while also undertaking actions to protect and restore nature.

Better Travel & Tourism, Better World – Contributing to accelerate the transition of Travel & Tourism to a net-zero, nature and community-positive future, underpinned by empowered travellers making sustainable choices and future-proofed destinations.

* Full details of the commitments for each initiative can be found online.

Developing an action-oriented, focussed programme

The breadth of issues faced by the industry and our destinations makes it critical for the Alliance to prioritise where it will focus. The strategy, therefore, targets areas where the Alliance can leverage its unique capabilities to drive collaboration and add value to individual organisations beyond acting alone.

Our consultations with the industry identified the following priorities:

- **Facilitating collaboration to deliver change through businesses:** Leveraging the Alliance's convening power, we must provide action and prioritise tangible, sustainable activities and proof points.

- **Equipping and inspiring donor member organisations and the wider hospitality industry to translate the Pathway to Net Positive Hospitality in their businesses:** Enabling sustainability teams to understand and translate the Pathway into their strategies and plans while supporting engagement with wider stakeholders.

- **Raising ambition by sharing progress and facilitating dialogue:** Continuing to raise ambition by providing a platform to share knowledge and tools, broker partnerships, and promote industry alignment around a Net Positive vision for the industry.

Strategic initiatives

The Strategy focuses on three initiatives to achieve these priorities, leveraging our collective capabilities, targeting systemic issues, and driving meaningful progress against our three goals.

These initiatives reflect three distinct forms of collaborative action that have proven successful in other industry alliances[1]. These are:

1. **Aligning industry around a shared vision and compelling narrative:** Developing and aligning on a shared vision and Pathway for the sector, identifying key intervention points and a persuasive case for action to incentivise and inspire leaders to drive change (including business leaders, policymakers, financial actors, and local communities). To support this, we will generate knowledge assets, tools, training, and case studies to equip the industry to translate our vision into action.

2. **Leveraging market power to catalyse system change:** Our donor members and partners can create a shared demand for sustainable products and services, raise standards across supply chains, pool investment in sustainable solutions, and engage policymakers, financial actors, and cross-sector partners to drive more sustainable outcomes.

3. **Enabling and mobilising action on the ground:** Supporting and communicating pilots, tests, and toolkits to demonstrate the transition is possible, building momentum and highlighting solutions that can be replicated and scaled.

[1]. Including Energy Transitions Commission, the Mission Possible Platform, Fashion Pact, the Consumer Goods Forum, the Food & Land Use Coalition, the Blended Finance Taskforce, Seaweed for Europe and the International Resource Panel

Three strategic initiatives to deliver on vision, mission and goals

Vision	A prosperous and responsible hospitality sector that **gives back** to the destination **more than it takes.**		
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Future target state	• CEOs convinced of business imperative of embedding Net Positive • Industry working to shared vision; leaders recognised and rewarded • Enriched talent pool	• Climate, nature and people positive solutions competitive with incumbents • Productive and resilient industry • Recognised as force for good	• Collaborations drive positive outcomes across destinations • Destinations equipped with blueprints to replicate and scale • New destination norms emerge

Cross-cutting functions

Knowledge sharing

Communications, storytelling and events

4.1   Net Positive Pathway

What

An action-focused Net Positive Pathway outlining a shared vision and actions to achieve this vision.

Industry-led standards and benchmarking aligning on ambition, shared definition on standards & ultimately certification.

Academy platform sharing knowledge assets, tools, and training to equip industry to translate vision into action.

Why

Pathway and Academy provide business case for action and framework and tools to define and work towards net positive.

Industry-led benchmarking ensures sustainability impact evidence is based on meaningful metrics.

Goal

By 2030, private and public leaders are convinced of business imperative and teams are equipped to embed net positive throughout business. Industry is aligned on key goals and those driving meaningful change are recognised and rewarded.

Deliverables:

- Net Positive Hospitality Pathway guidance materials and tools for People, Planet, Place, and Prosperity

- Net Positive Hospitality Business Simulator for practical application of the Pathway

- Training modules and materials lead to a certified curriculum delivered through a global network of academic and training institutions under a Net Positive Hospitality Academy platform.

- Harmonised Industry Metrics and Standards Framework and Benchmarking System (including reporting and collection system) for Net Positive Hospitality, ultimately establishing a Net Positive Certification Framework and System for the industry.

Relevant Alliance committees and partners:

- **Standing Committees:** All Committees involved. In particular, the Standards and Reporting Standing Committee.

- **Knowledge partners** will co-produce net positive curriculum content and disseminate through academic institutions and journals. We will build a network of institutions, including hospitality academies, trade schools, and executive education programs to develop curricula and deliver accredited net-positive courses.

Value add:

- Risk management: identifying and mitigating business and system risks.

- Opportunity hotspotting: business opportunities linked to Pathway.

- Ease of implementation: clarity on key actions and strategy implications.

- Relevant standards/benchmarking: reflect and reward vision and priorities.

- Alignment to maximise impact.

Member role:

- Input to Academy design and content.

- Contribute content (case studies, webinars, resource sharing).

- Data sharing on impact footprint, interventions and progress.

- Engagement in standards and benchmarking dialogue – ultimately measuring & reporting on impact.

- Financial resource to support management and specific initiatives.

Next steps

- Launch Net Positive Pathway, reporting and resources.

- Launch Industry Standards Standing Committee; align on process to digitise and simplify reporting metrics & collection.

- Secure member input on Academy design and content.

- Launch Academy platform and key assets (e.g. Simulator, HCMI Scope 3 update, EDGE certification tool).

NetPositiveHospitality Academy

Sustainable Hospitality Alliance

+

Global network of academic and training institutions

→ **Credentialed qualifications (full and micro)**

=

Developing the leaders of tomorrow

Net Positive Hospitality Pathway guidance material

Curriculum development

- Multi-lingual
- "Train the Trainer" model
- Certification of the institutions

- Post secondary hospitality academies and institutions
- Trade schools
- Online learning platforms
- Secondary schools
- Executive education programmes

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4.2 High Ambition Movers

What

Bringing together high-ambition Alliance members to forge bold large-scale commitments and/or partnerships that leverage their market power to drive catalytic shifts towards net positive and investment into innovations or destinations.

Why

Creating market demand for net positive solutions to secure economies of scale and increase development.

Avoiding first mover disadvantage by raising standards and investing together.

Goal

By 2030, climate, nature and people positive solutions are competitive with non-sustainable alternatives.

Deliverables:

- 1x major commitment launched by 2024.
- 3x commitments by 2027, catalysing broader shifts.
- Annual monitoring and reporting on progress.

Relevant Alliance committees and partners:

- **High Ambition Movers Committee:** All Alliance donor members will be invited to join the High Ambition Movers. Membership would be conditional on a commitment to action, including allocating significant time and resources to shape and drive commitments through collective action. First, members would align on a priority commitment/ initiative. Once this was selected, Alliance members would determine whether they wish to engage in implementation/ delivery. Continued committee engagement would be exclusive to those involved in delivering the priority commitment/ initiative to ensure focus and efficient use of resources.
- **Standing Committees:** All Committees are available to support depending on the commitments chosen.
- **Sustainable Markets Initiative Hospitality and Tourism Taskforce:** Enable cross-sector collaboration to catalyse selected commitments.
- **Strategic, knowledge and delivery partners** can support members with analysis and mapping to scope and prioritise commitments. Additional partnerships may be required to deliver specific commitments (e.g., financial partner to launch pooled fund).
- Competition law considerations will be applied across High Ambition Mover commitments on a case-by-case basis. Steps to mitigate risks could include design and scope considerations and extending participation beyond Alliance members. Lessons can be gleaned from industry alliances that have made similar commitments.

Value add:

- Removal of first mover disadvantage to drive progress.
- Lower costs and risks over time as supply/ innovations mature.
- Exposure and access to investment opportunities and innovations.
- Smaller actors benefit from lower cost/ higher quality solutions as these mature.

Member role:

- Strategic direction: prioritising and launching commitments.
- Engage in and deliver commitments on case-by-case basis.
- CEO engagement/endorsement of commitments.
- Financial resource to support management and specific initiatives.

Next steps

- Launch ambition and sign-up process, inc High Ambition Movers Committee.
- Inaugural meeting to align on priority issues and solutions.
- Design and launch first commitment initiative at major event (e.g. COP28).
- Clarify competition law considerations.
- Engage/ launch relevant Standing Committees per commitment/ initiative.
- Cultivate link to SMI where relevant.

Illustrative Example – Power Purchase Agreement (PPA)

High Ambition Movers could launch a PPA to purchase renewable electricity in a high-impact destination, potentially replicating the process in other destinations once piloted. This action would allow the hospitality industry to add renewable energy to the grid and combine its procurement power to send a strong demand signal for renewable energy while enabling hotels to purchase renewable energy at competitive prices.

4.3 Accelerators

What

Leveraging Alliance members' footprints and operations to launch pilot initiatives targeting systemic issues in specific destinations working with public and private sector partners to design and deploy solutions to address barriers. Key learnings and potential for scaling and replication will be captured and disseminated to the wider industry.

Why

Focussing attention at the destination level helps to drive change given varied and complex industry.

Hospitality firms can drive change given physical presence and strong connections to local partners.

Goal

By 2030, Alliance has established a successful model which can be scaled and replicated.

Deliverables:

- Identify potential Net Positive Hospitality Accelerators specialising in Employability, Accessibility, Equity and Gender Empowerment, Financing, Technology, Green Building Practices, Responsible Resourcing, and Nature Positive Tourism. Destinations could be selected from the UNWTO International Network of Sustainable Tourism Observatories (INSTO) Network, with strong public sector ambition and buy-in.

- Implementation of Pilot Accelerator in 2023.

- Launch of 3x Accelerators by 2024 and 10x Accelerators by 2027.

- 1x white paper per Accelerator.

- Communications materials with impact stories.

Relevant Alliance committees and partners:

- **Regional Chapters:** Accelerator interventions will be designed inclusively, engaging local actors to capture their priorities and challenges and securing a decision-making and local leadership role. Key Chapter Members would be regional destination-specific, including regional and general hospitality managers, local authorities and Tourism Boards, hotel associations, local and national governments, NGOs, private partners, local community representatives, financial institutions, and investors.

- **Standing Committee:** All Committees are available to support depending on the Accelerator chosen.

- **Sustainable Markets Initiative Hospitality and Tourism Taskforce:** Enable cross-sector collaboration to catalyse selected accelerators.

- **Strategic, Delivery, Knowledge, Supplier, and Financial Partners:** All Partners dependent on the Accelerator chosen.

Value add:

- Solutions toolbox builds capability to deliver on commitments and replicate actions elsewhere.

- Proof points raise ambition and momentum.

- Private sector contribution – matching public sector in INSTO destinations.

- More resilient, appealing tourist destinations drive secure growth.

- Industry recognised as force for good.

Member role:

- Engagement in scoping: aligning on Accelerators to pilot (with potential to scale).

- Meaningful commitment of time to design strategy and financial and staff resource to deliver on-the-ground.

- Financial support to management.

Next steps

- Align on shortlist of Accelerators to pilot (and scale) – informed by INSTO Network.

- Launch 1x pilot Accelerator in 2023.

- Design 3x Accelerators to launch in 2024.

- Develop white papers to share key learnings for existing (and future) Accelerators.

4.4 Cross-cutting functions

Each initiative will draw on cross-cutting functions to deliver outcomes effectively. These cross-cutting functions are consciously factored into the design of the initiatives and will be supported by dedicated resources in the Alliance secretariat or via partners.

Functions and deliverables:

- **Knowledge sharing:** generating and sharing knowledge assets and tools represents a key value-add of the Alliance, resulting in the following key actions: Each project will have an outcomes paper and will be converted into case studies to be shared across the Alliance membership and broader industry; an app will be created to share and scale knowledge transfer; two annual Summits and five annual regional roundtables will be delivered; Seeing is Believing Demonstration programme will be established; and participation at major global events involving the industry, environment, and social responsibility.

- **Communications and storytelling:** there is a significant opportunity to position the industry as a sustainability leader and influence broader conversations by leveraging member communications/PR capabilities to communicate our efforts and progress. To accomplish this function, a series of cooperative public campaigns will be delivered, sharing industry progress and best practise; a global sustainable awards program will be advanced in partnership with existing awards delivery partners and establish a Standing Committee of hospitality company marketing and PR representatives.

5. Implementation, monitoring and evaluation

Delivering this strategy requires ownership of strategic direction and delivery among our members and leveraging partnerships to expand specific expertise and reach to drive impact.

To deliver on the bold ambitions of the Alliance most effectively, focus on the strategic initiative outputs is recommended for 2023-2024. As members set up specific commitments and projects within the initiatives, it will be essential to set targeted goals, metrics and KPIs. The Alliance will be monitoring progress against these goals annually.
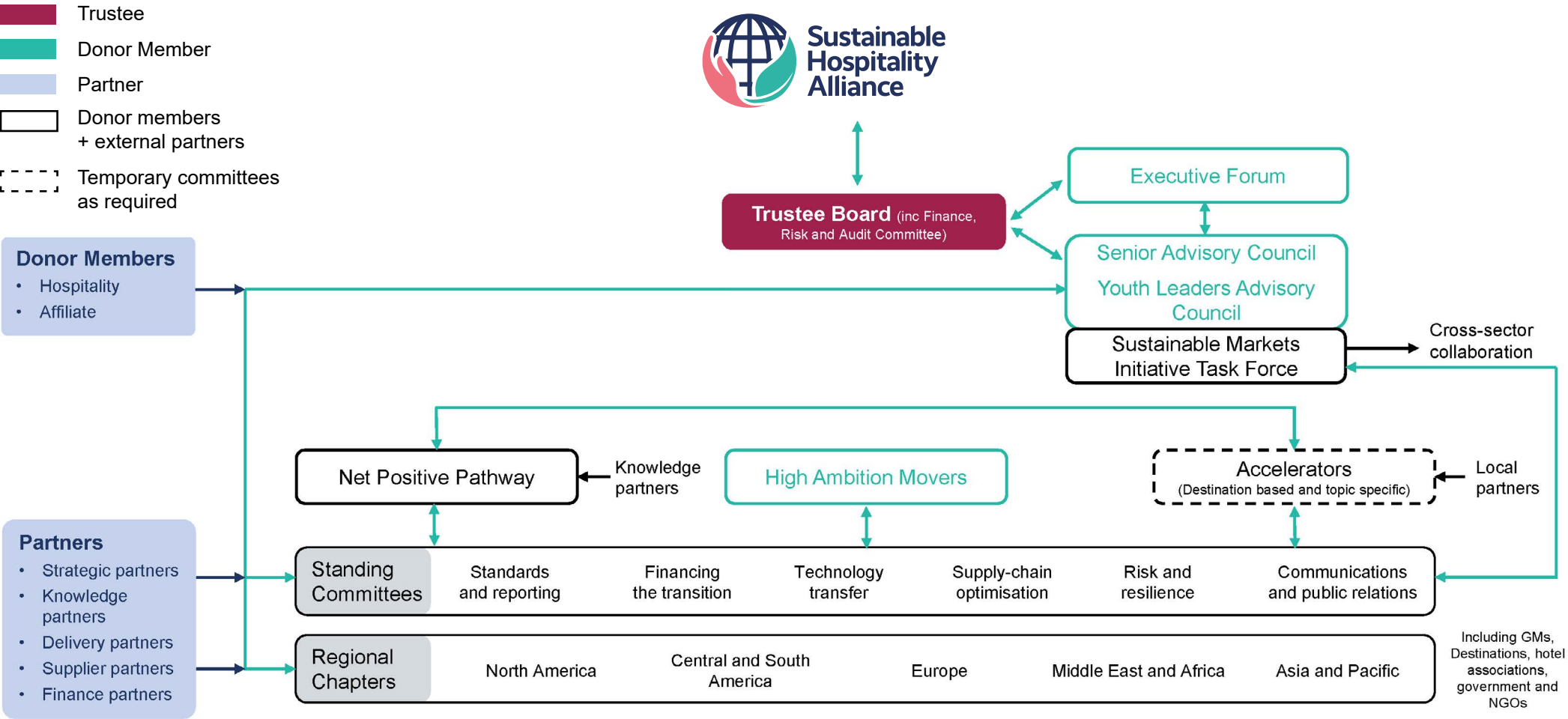
We must also monitor the process of the industry to evidence our collective impact. Therefore, we will conduct an annual survey among our members and the wider industry to chart progress along the Pathway, establish a data hub, and gather key learnings about which areas are advancing and require further prioritisation and support. A central pillar of the Net Positive Pathway Strategic Initiative is the establishment of standards and a benchmarking process to track progress.

6. Organisational optimisation

The Sustainable Hospitality Alliance is committed to promoting sustainable practices in the hospitality industry by providing an integrated and collaborative framework to advance a fully networked industry approach. This section outlines the Organisational and Industry Network Structure, which aims to strengthen our internal operations and expand our partnerships with industry stakeholders.

Delivering the initiatives and broader ambitions of the Alliance's strategy will require an updated operating model. This update will ensure we take an inclusive approach to our strategic implementation, enabling members to prioritise their inputs into the most relevant areas and share the activities across our membership and internal teams.

Legend:
- Trustee
- Donor Member
- Partner
- Donor members + external partners
- Temporary committees as required

Sustainable Hospitality Alliance

Trustee Board (inc Finance, Risk and Audit Committee)

Executive Forum

Senior Advisory Council

Youth Leaders Advisory Council

Sustainable Markets Initiative Task Force — Cross-sector collaboration

Donor Members
- Hospitality
- Affiliate

Partners
- Strategic partners
- Knowledge partners
- Delivery partners
- Supplier partners
- Finance partners

Net Positive Pathway ← Knowledge partners

High Ambition Movers

Accelerators (Destination based and topic specific) ← Local partners

Standing Committees: Standards and reporting | Financing the transition | Technology transfer | Supply-chain optimisation | Risk and resilience | Communications and public relations

Regional Chapters: North America | Central and South America | Europe | Middle East and Africa | Asia and Pacific

Including GMs, Destinations, hotel associations, government and NGOs

Legal structure

Sustainable Hospitality Alliance is legally constituted as a Company Limited by Guarantee, with charity status granted by the Charities Commission. Accordingly, we must comply with a range of statutory duties and reporting requirements, the responsibility for which will sit with the Trustee Board.

In addition, all Sustainable Hospitality Alliance events, forums, and meetings will comply with Competition Law legislation.

Trustee Board

What: Sustainable Hospitality Alliance will be governed by a Trustee Board of typically six to eight people, including a Chair, a Vice-Chair, a Treasurer and three others, one of whom would also have legal / HR expertise. In addition, trustees will serve as named individuals.

Who: Each Trustee will serve individually based on their skill set and experience rather than as a company representative.

Trustees recognise and accept charity trustees' statutory, legal and fiduciary responsibilities, as set out by the Charities Commission.

How often: The trustees meet four times a year.

Executive Committee

What: Executive Committee is to provide strategic leadership and guidance to the Alliance, ensuring that it delivers on its mission to drive sustainability and social responsibility in the hospitality industry. The objectives of the Executive Committee include recommending the Alliance's annual strategy, ambition, and budget for consideration and final approval by the Trustee Board, and monitoring the implementation of the Alliance's Strategy, ensuring that targets are being met and progress is being made towards the Alliance's goals.

Who: Membership of the Executive Committee will comprise 8 to 10 hospitality donor company members, appointed by the Trustee Board.

The Chair of the Trustee Board will chair the meetings of the Executive Committee.

How often: The Executive Committee will meet once a year.

Senior Advisory Council

What: The Senior Advisory Council will provide strategic guidance to the Sustainable Hospitality Alliance on the content and nature of its activities to achieve the most significant possible impact against its charitable mission and ensure effective engagement with Sustainable Hospitality Alliance member companies at the most senior levels.

Who: All full donor members of the Sustainable Hospitality Alliance will be invited to nominate a C-suite representative (or appropriate level of seniority and a commitment to sustainability).

The Vice Chair of the Trustee Board will chair the meetings of the Senior Advisory Council.

How often: The Senior Advisory Council will meet twice a year in person at the Alliance's Bi-annual Summits.

Youth Leaders Advisory Council

What: The Youth Leaders Advisory Council will meet separately from the Senior Advisory Council. It will not have direct strategic decision-making power but provide input and guidance to the Alliance's overall strategic direction and programme areas.

Who: All full donor members of the Sustainable Hospitality Alliance will be invited to nominate a young leader representative.

The Chair and the Vice Chair of the Council will be elected by and from the Youth Leaders Advisory Council members. In addition, they will have a seat on the Executive Committee to represent their voice and provide input to the overall direction of the Sustainable Hospitality Alliance.

How often: The Youth Leaders Advisory Council will meet twice a year.

For full details please see the Terms of Reference

Sustainable Markets Initiative Hospitality and Tourism Taskforce

What: The Sustainable Markets Initiative (SMI) Hospitality and Tourism Taskforce has been established through a partnership between the Sustainable Hospitality Alliance and the Sustainable Markets Initiative. The SMI Hospitality and Tourism Task Force members commit to becoming supporters of the Terra Carta, drive leadership in sustainable business, and work together to accelerate the transition towards a more sustainable sector.

Who: The Task Force shall comprise CEOs from entities, mainly the private sector hospitality donor members of the Sustainable Hospitality Alliance, with influence, relevance, and the ability to contribute to accelerating industry sustainability.

High Ambition Movers

What: The High Ambition Movers will bring together high-ambition Alliance members to forge bold, large-scale commitments and partnerships that leverage their market power to drive catalytic shifts towards net positive with investment into innovations or destinations.

The High Ambition Movers will operate under the guidance and support of the Sustainable Hospitality Alliance, which will provide expertise, resources, and materials to support their efforts. The Movers will have the freedom to develop their initiatives, but they will be required to align with the overall objectives of the Sustainable Hospitality Alliance.

Who: All Alliance donor members will be invited to join the High Ambition Movers. Membership would be conditional on a commitment to action, including allocating significant time and resources to shape and drive commitments through collective action.

Standing Committees

What: Standing Committees support the Trustee Board, Senior Advisory Council, and the SMI Hospitality and Tourism Task Force at a more operational level and co-create Sustainable Hospitality Alliance's operational plans depending on each Committee's specialisation with the CEO and the Sustainable Hospitality Alliance team.

Who: Each Committee may have representation from each donor member company and formal partner of the Sustainable Hospitality Alliance. The size of each Standing Committee would range from 5 to 9 members.

A Chairperson is drawn from and appointed by the Trustee Board with the recommendation of the Senior Advisory Council.

The newly-formed Standing Committees are:

- **Standards and Reporting:** to establish, monitor, and harmonise the hospitality industry's sustainability standards and reporting frameworks.

- **Financing the Transition:** to identify and develop financing solutions for businesses transitioning to sustainable practices in the hospitality industry.

- **Technology Transfer:** to facilitate the transfer of sustainable technology and innovation to the hospitality industry by identifying and promoting best practices and partnerships.

- **Supply Chain Optimisation:** to improve the sustainability of the hospitality industry's supply chain by identifying opportunities for optimisation of responsible resourcing and implementing best practices.

- **Risk and Resilience:** identifying and mitigating potential threats to the hospitality industry and promoting stability by developing and implementing effective risk and crisis management strategies.

- **Communications and Public Relations:** to enhance the knowledge and understanding of the hospitality industry's sustainable practices by developing and executing effective communication strategies, cooperative campaigns, storytelling, and promoting positive relationships with stakeholders and the public.

How often: The Standing Committees meet four times a year.

Formal Partners

The Sustainable Hospitality Alliance's Strategic, Delivery, Knowledge, Supplier, and Finance Partners will be invited to participate in Standing Committees and Regional Chapters as appropriate.

For full details please see the Terms of Reference

## Regional Chapters of the Sustainable Hospitality Alliance

What: Regional Chapters for Sustainable Hospitality Alliance represent the Alliance in destinations and regions across the globe. The Chapters will provide local representation and work with stakeholders to build local networks and promote sustainable hospitality practices.

The Chapters will be established in the following regions over time:

- North America
- Central and South America
- Europe
- Middle East and Africa
- Asia and Pacific

Who: Representation in the Chapters will include general managers, Destination Management Organisations, Hotel Associations, governments, and NGOs. The members will be selected based on their experience, knowledge, and commitment to promoting sustainable hospitality practices.

The Sustainable Hospitality Alliance HQ will provide guidance, support, expertise, fund and partnership sourcing, and materials to the Chapters. The Chapters will have the freedom to develop their programmes, but they will be required to align with the overall objectives of the Sustainable Hospitality Alliance.
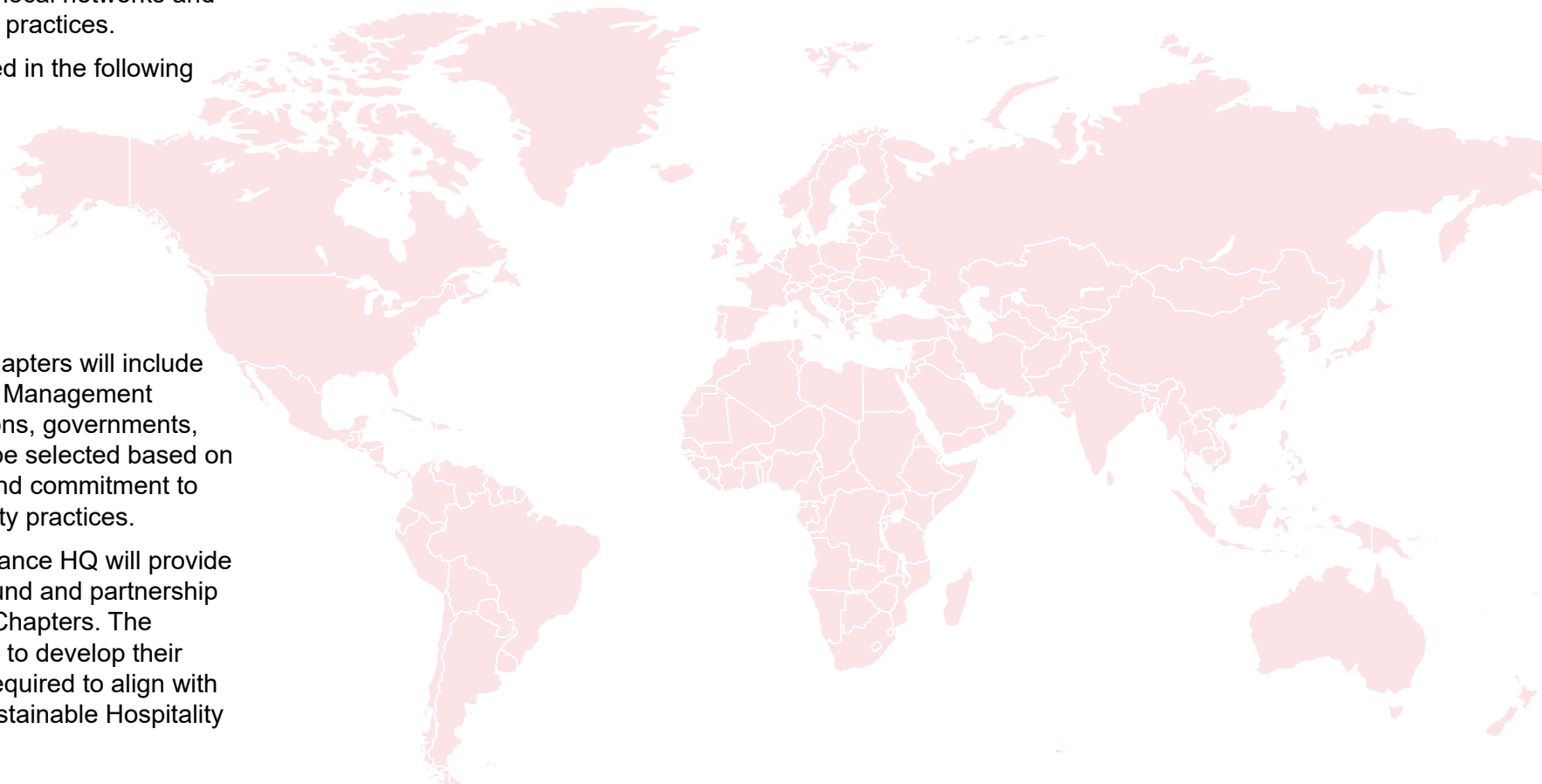
For full details please see the Terms of Reference

We are the Sustainable Hospitality Alliance: Our partners

NetPositiveHospitality

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Sustainable Hospitality Alliance