



Pathway to NetPositiveHospitality

Waste and use of materials

Phasing out single-use products, minimising pollution and waste to landfill and embedding principles of circular economy

Hotel operator

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

- 1 | **Starting** – [Measure and mitigate negative impacts](#)
- 2 | **Advancing** – [Minimise negative impacts and initiate positive impacts](#)
- 3 | **Accelerating** – [Neutralise negative impacts and build robust positive actions](#)
- 4 | **Leading** – [Give back more than you take](#)



Waste and use of materials

1 | Starting

Measure and mitigate negative impacts

Outcomes:

Waste: Policy and initial action plan in place.

- Data collection systems are in place.
- A list of all waste streams within operations and can point out which are the most significant is available.
- Initial waste reduction targets (including waste to landfill) have been achieved.
- Possible waste reduction solutions and initiatives have been investigated, a long-term plan created and immediate solutions / initiatives have been implemented.
- Signage and training for waste management initiatives in place.
- Hazardous waste management plans are in place.
- A policy that requires hotels to review and monitor potential sources of pollution from noise, light, runoff, erosion, ozone-depleting substances, and air, water and soil contaminants is in place.
- A food waste policy that includes education, food waste prevention, reduction, recycling, and disposal is in place.
- [A green cleaning product policy that requires hotel operators to prefer green cleaning products is in place. \[WTTC Hotel Sustainability Basics\]](#)

Use of materials: Measurement of material and waste streams and definition of policies for the most significant materials.

- A list of all material and waste streams within operations and can point out which are the most significant is available on a hotel level (examples of waste streams include organic waste, paper, plastic, etc).
- Responsible procurement strategy has been created.
- [A no-single use policy that requires development and implementation of a programme to eliminate single-use products is in place \(no single-use plastic straws or stirrers are used, no single-use water bottles are used, no single use mini toiletries are used\). \[WTTC Hotel Sustainability Basics\]](#)

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

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

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

Review environmental legislation related to operating the building.

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

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

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

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

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

Resources:

- [Employee engagement factsheet](#)

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

- First check if the corporate office or building owner have an existing Sustainability Management System (SMS) that should be used.
- There are various off-the-shelf options which can be purchased or subscribed to.
- Simple Excel trackers can also work well to track the data.

Resources:

- [Utilities Tracker](#)

Review and update governance procedures.

They should include:

- Sharing environmental performance updates in regular (e.g. monthly) leadership and team meetings.
- Evaluating environmental performance during employee reviews.
- Maintaining an up to date list of applicable legal requirements.

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

Conduct a stakeholder mapping to identify relevant stakeholders.

- These may include:
 - Municipal governments
 - Coalitions
 - NGOs
 - Destination groups
 - Conservation groups
 - Suppliers and partners
 - Indigenous groups
 - Other local businesses
 - Community groups
 - Customers
- Think about which stakeholders should be engaged immediately, and any which you intend to engage in the future.
- When engaging stakeholders, consider asking questions such as:
 - What element of the topic is the most important or relevant to you/the local area?
 - What element of the topic is the highest priority to address? Are there any elements of the topic which have become worse recently?
 - What are the main challenges preventing action being taken on the topic? What is needed to overcome these?
 - Do you have any strong examples of how others are taking action on the topic?

Resources:

- [Community engagement factsheet](#)

Find other hotels you can learn from.

- Connect through local hotel associations.

Understand impacts and dependencies

1. Review impact relating to waste and use of materials.

- This should include:
 - Resources required and waste/outputs produced.
 - Creating a prioritised list of all the waste sources in your operations (e.g. paper, organic, plastic, hazardous waste). This could be based on volume, potential environmental impact, current disposal method and how easy it is to address.
 - A review of all types of irregular waste (e.g. requiring special pick-ups or different disposal methods).

2. Review dependencies relating to waste and use of materials.

- Examples include having sufficient waste disposal infrastructure in the area, or having locally available options for recycling/donating/upcycling.
- Remember that your impacts may have an effect on dependencies. For example, if your property produces a large amount of waste, this may overwhelm existing waste management systems, which risks waste polluting the local area.

3. Gather available data for waste production.

- This can be tracked in a simple Excel tracker.
- Use data on invoices.
- Engage with waste contractors to improve data access and quality. They may be able to provide detailed data on a regular basis.
- Check with the corporate office and asset owner (where relevant) if they want you to provide data to them. They may have a designated system they want you to track data in.

Resources:

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

4. Check data quality.

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

5. Use **HWMM** to establish a baseline for waste.

- If accurate data isn't available, keep a simple record of what categories your waste is separated into.
- Use HWMM or the sustainability systems of the corporate office or ownership company (where relevant).
- Record the current performance KPIs.

Resources:

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

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

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

Resources:

- [CHSB](#)

7. Provide data to key stakeholders.

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

8. Take stock of the initiatives you are currently doing / have done for waste and materials use.

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

Set targets

9. Set hotel-level targets for more responsible procurement practices, and better management and reduction of waste.

- Check with corporate office and/or asset owner if they have set targets for the property.
- The [Global Tourism Plastics Initiative](#) has guidance on setting targets for plastics use.
- Tips for setting targets:
 - Ensure they are [SMART](#).
 - Think long-term targets but include interim milestones. Longer-term reduction targets (e.g. targets spanning 5 or 10 years) provide an overarching sense of direction. However, it's important that regular (e.g. annual) milestones are set to help gauge continual progress.
 - Ensure your objectives align with the key impacts you have identified.

- Use existing best-case examples to help define short-term goals. E.g. practices within individual departments that could become standard for all.
- Remember to consider baseline performance as a starting point and use benchmarking indexes (such as [CHSB](#)) to help determine reasonable targets.

Resources:

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

Take action

10. Review available guidance to identify relevant actions which reduce overall waste (including waste to landfill or incineration), reduce food waste and single use plastics, as well as help to manage hazardous waste.

- Liaise with the asset owner and corporate company (where relevant) to align plans and find out about their initiatives.
- The [Net Positive Action Planner](#) can help guide plans.
- Criteria for and operational environmental [certifications](#) can also be useful and, if achieved, can be used in communications with stakeholders.
- The [Global Tourism Plastics Initiative](#) have guidance on actions that can be taken to reduce plastics use.
- You should include:
 - A programme to eliminate single-use products is in place (no single-use plastic straws or stirrers are used, no single-use water bottles are used, no single use mini toiletries are used).
 - Actions to minimise waste generated (including waste to landfill).
 - Planned preventative maintenance process to help extend the lifespan of equipment.
 - Proper management of hazardous waste.
 - Reducing food waste, including education, prevention, reduction, recycling and disposal.
 - A green cleaning product policy that prefers green cleaning products.
 - Simple behavioural activities and low-cost technical options to be executed in the short-term (e.g. payback in 1 year or less).
 - A headline plan for longer-term initiatives.

Resources:

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

11. Where held locally, review contracts with waste contractors to see if a requirement to provide data can be added.**12. Determine and gather required resources.**

- Calculate employee time and funding needed for actions.
- Find and cost further support in areas where your current team and external partners lack experience.
- Review options for funding, including internal budgets and external investors/funding schemes. Consider allocating savings made through environmental initiatives to fund future initiatives.
- Create a business case for actions and share with decision makers for approval. Section 2.5 of [Environmental Management for Hotels](#) can help to evaluate capital investment.
- Achieve internal sign-off from executive board/equivalent senior authority.
- Include time and funding in relevant budgets. Ensure CapEx and OpEx budgets and planning include fully costed measures.
- The business case should include:
 - Financial investment
 - Expected savings
 - Payback period
 - Other potential benefits (e.g. guest satisfaction improvements, compliance with legislation).

Resources:

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

13. Make procurement more responsible by giving preference to items which are certified, more efficient, reusable and contain recycled content.

- This could include things like:
 - Requirements for environmental criteria to be considered when selecting items to purchase.
 - Requirements for suppliers to meet certain environmental standards.
- Give preference to products which are:
 - Durable
 - Reusable
 - Made from recycled content
 - Able to be responsibly disposed of through local waste management options

Resources:

- [Responsible Procurement factsheet](#)

14. Inform employees about objectives and their role in achieving them.

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

Resources:

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

Monitor and report *[this section is the same for each topic]***Review progress by comparing against previous performance and industry benchmarks (such as CHSB).**

- Update KPI figures and compare them with the baseline to understand progress against previous performance.
- Take part in [Green Lodgings Trend survey](#) to benchmark implementation of initiatives. Liaise with the corporate office (where relevant) to avoid duplication.

Resources:

- [CHSB](#)
- [Green Lodgings Trend survey](#)

Review benefits seen through actions.

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

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

- Include how to work more collaboratively with other stakeholders.

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

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

Resources:

- [Customer engagement factsheet](#)
- [How to Avoid Greenwashing](#)



Waste and use of materials

2 | Advancing

Minimise negative impacts and initiate positive impacts

Outcomes:

Waste: Application of policy, monitoring and oversight.

- The status of initiatives and processes as well as specifications on a hotel level are tracked over time.
- New waste reduction solutions and initiatives have been investigated and strategic initiatives ones have been implemented for all waste streams for priority waste streams.
- All organic waste is diverted from landfill.
- Packaging from suppliers is reviewed.
- An end-of-life plan is in place for furniture made obsolete and waste materials created by renovations and refurbishments.

Use of materials: Establishing sustainable procurement policies.

- A documented environmental procurement policy is in place for ongoing consumables and for new build, renovation and refurbishment.
- Single-use plastics have been eliminated from the guest experience.
- All single use items (glass, wood plastic etc.) have been reviewed and alternatives plans to phase out have been developed.

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

Identify owners across all key organisational teams.

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

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

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

Review and update governance procedures.

These should include:

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

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

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

Resources:

- [Community engagement factsheet](#)

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

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

Understand impacts and dependencies

1. Map out the products and services that you purchase which contribute to your waste-related impacts the most.

- Examples include in F&B (supplier packaging, food waste, kitchen waste), guest amenities (toiletries, item packaging), housekeeping (cloths, bottles from cleaning products).

2. Create a list of all the single-use items and materials being used in operations.

- Refer back to the list of material and waste streams created in Stage 1.
- These include:
 - Glass
 - Wood
 - Plastic

Set targets

3. Review and strengthen hotel-level targets for more responsible procurement practices, and better management and reduction of waste.

- Ensure strong targets are set for issues which came up as high risk in the environmental risk mapping and key impacts you identified.
- The [Net Zero Methodology for Hotels](#) explains what makes a robust baseline and target for Scope 1 and 2 carbon goals.
- The [Global Tourism Plastics Initiative](#) have guidance on setting targets for plastics use.
- Check with corporate office and/or asset owner if they have set targets for the property.
- Tips for setting targets:
 - Ensure they are [SMART](#).
 - Think long-term targets but include interim milestones. Longer-term reduction targets (e.g. targets spanning 5 or 10 years) provide an overarching sense of direction. However, it's important that regular (e.g. annual) milestones are set to help gauge continual progress.
 - Use existing best-case examples to help define short-term goals. E.g. practices within individual departments that could become standard for all.
 - Remember to consider baseline performance as a starting point and use benchmarking indexes (such as [CHSB](#)) to help determine reasonable targets.

Resources:

- [Global Tourism Plastics Initiative](#)
- [CHSB](#)
- Section 1.5 of [Environmental Management for Hotels](#)
- [The ultimate guide to SMART goals](#)

Take action

- Review available guidance to identify and select relevant actions select additional relevant actions which will help reduce waste production and help ensure that zero organic waste goes to landfill.
- Liaise with the asset owner and corporate office company (where relevant) to align plans and find out about their initiatives.
- The [Net Positive Action Planner](#) can help guide plans.
- Explore operational environmental [certifications](#) – these can help guide plans and, if achieved, can be used in communications.
- The [Glasgow Declaration](#) has guidance on actions that can be taken to reduce carbon emissions.
- Review standard operating procedures to determine where changes could be made to increase energy efficiency requirements.
- Encourage the asset owner (where relevant) to investigate the latest energy efficiency, and generation technology.
- Encourage asset owner to review the potential for on-site renewables (particularly relevant for hotels located in areas of poor energy security).
- You should include:
 - Actions to eliminate single-use plastics from the guest experience, and reduce and appropriately dispose of other plastic.
 - Actions to phase out other single-use items (glass, wood, plastic).
 - Actions to reduce food waste and divert all organic waste from landfill.
 - A review of supplier packaging.
 - Creation of an end-of-life plan for obsolete furniture.
 - A consideration of the waste hierarchy when deciding what actions to take.
- [Global Tourism Plastics Initiative](#) have guidance on actions that can be taken to reduce plastics use.

Resources:

- [Net Positive Action Planner](#)
- [Certification factsheet](#)
- [Single-use plastics factsheet](#)

- [Rethinking single-use plastic products in travel & tourism](#)
- [Priority Single Use Plastic Products Decision Trees](#)
- [Food waste factsheet](#)
- [Hotel Kitchen toolkit](#)
- [Global Tourism Plastics Initiative](#)
- [Sustainable Hospitality Alliance Resource Directory](#)

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

- Work with suppliers that are not currently meeting sustainability expectations to explore how they could improve.
- Where necessary, consider alternative suppliers.

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

- This may be necessary for particular actions e.g. working with local municipalities to explore options for upgraded waste infrastructure.

6. Determine and gather required resources.

- Calculate employee time and funding needed for actions.
- Find and cost further support in areas where your current team and external partners lack experience.
- Review options for funding, including internal budgets and external investors/funding schemes. Consider allocating savings made through environmental initiatives to fund future initiatives.
- Create a business case for actions and share with decision makers for approval. Section 2.5 of [Environmental Management for Hotels](#) can help to evaluate capital investment.
- Achieve internal sign-off from executive board/equivalent senior authority.
- Include time and funding in relevant budgets. Ensure CapEx and OpEx budgets and planning include fully costed measures.
- The business case should include:
 - Financial investment
 - Expected savings
 - Payback period
 - Other potential benefits (e.g. guest satisfaction improvements, compliance with legislation).

Resources:

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

7. Update procurement policies to include environmental considerations.

- Include embodied carbon (released during manufacture or produce growth).
- Give preference to products which are:
 - Durable
 - Reusable
 - Made from recycled content
 - Able to be responsibly disposed of through local waste management options
- Explore opportunities to reduce packaging.
- Review aesthetic standards to avoid waste of produce which isn't 'perfect'.
- Where relevant, check with the corporate office to see if they have any policies or a supplier code of conduct.

Resources:

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

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

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

Resources:

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

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

- Include information on initiatives and how guests can participate in hotel collateral, on the hotel website and/or include information on menus/in rooms.
- Include information such as:

- Certified or local produce in dishes and/or on-site shops.
- Natural heritage sites and local wildlife, including how they should behave to avoid damage and how they could choose to support conservation efforts.

Resources:

- [Customer engagement factsheet](#)

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

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

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

Resources:

- [CHSB](#)

Review benefits seen through actions.

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

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

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

Update leadership on progress.

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

Inform guests and corporate customers of performance and activities.

- Ensure communications are accurate and transparent.
- Include information like KPIs, percentage reductions and key environmental initiatives implemented.
- Use on-site collateral and corporate account review meetings to share information.

Resources:

- [Communications Handbook](#)
- [Customer engagement factsheet](#)

Publicly share progress against targets on an annual basis.

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



Waste and use of materials

3 | Accelerating

Neutralise negative impacts and build robust positive actions

Outcomes:

Waste: Value chain involvement.

- Principles of circular economy are embedded into all decision making.
- Initiatives to reduce packaging from suppliers are in place.
- New waste reduction and management solutions and initiatives have been investigated and innovative ones have been implemented.

Use of materials: Advanced initiatives in place.

- Production, use and disposal of all items purchased are mapped (processes, sources and destinations).
- The waste hierarchy is a key determining factor in purchasing decisions.
- Single use items have been removed from operations.

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

Enable owners across all organisational teams to be innovative.

Review and update governance procedures.

These should include:

- Making a senior member of the team an official sponsor for environmental efforts with accountability for progress.
- Covering environmental issues in board meeting discussions.
- Informing senior leadership of updates to environmental risks.
- Linking compensation of all employees and the senior team to environmental performance to encourage progress.

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

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

- Check whether there are any local, regional or national environmental plans that could be aligned to support wider efforts. These can be led by bodies such as local governments or destination marketing organisations.
- [DMOcracy](#) has some guidance on six best practices to follow when engaging community stakeholders.

Resources:

- [Community engagement factsheet](#)
- [DMOcracy guidance](#)

Understand impact and dependencies

1. Carry out an assessment to understand which items and materials consumed in the hotel are linked to the linear economy approach.

- Linear economy refers to the taking, using and discarding of a product whereas the circular economy keeps materials in circulation.
- Assess which items are essential for the guest experience and which can be eliminated.
- Consider both single-use items (e.g. packaging, toothbrush, slippers) and multi-use items (e.g. cleaning rags, laundry boxes).
- Consider creating a list with the consumable materials and categorise them into “circular” / “partly circular” (e.g. bottles where the cap is recyclable but the bottle is not) / “linear”.
- Assess of packaging received from suppliers to understand which items/departments are receiving the most packaging from suppliers and what materials they’re made of.

- This should include:
 - F&B
 - Paper products
 - Furniture, fixtures and fittings
 - Consumable products (toiletries, single-use items etc.)
 - Cleaning products
- Certifications can help you to find out whether a product has been sustainably sourced or produced.

Resources:

- [Certification factsheet](#)
- [Responsible procurement factsheet](#)

2. Review procedures to see if they require or encourage use and disposal of items.

- Consider whether making changes would enable more circular approaches in product/material use.
- If they are part of brand standards then highlight them to your brand in case they are open to changing them.
- A review of how the hotel is involved in ensuring the re-use of items during refurbishments or re-designs (i.e. through reuse within hotel, or donation to local associations).

Set targets

3. Review, strengthen and extend waste objectives to embed principles of circular economy into all decision making, and minimise waste to landfill.

- Goals should include:
 - Eliminating single-use items from operations.
 - Reducing supplier packaging.
 - Implementing new waste reduction and management solutions.
 - Continuing strengthening your ambition within the framework of Global Tourism Plastics Initiative.
 - Consider setting an objective to move away from owned FF&E towards more leased items with servicing agreements.
- Use the waste hierarchy when developing your goals:
 - Refuse: don't buy products/items which are not essential for your processes or guest experience.
 - Reduce: use less of a product/item or use it for longer.
 - Reuse: avoid single-use items and donate excess/obsolete products/items.

- Repurpose: find a new purpose for an old or surplus product/item.
- Recycle: ensure the item/product is properly disposed of through a recycling/composting scheme.
- Goals should be quantitative, such as:
 - Diversion rates (fraction of recycled waste compared to total volume) for your overall waste volumes and/or per specific waste stream.
 - % Elimination of specific materials or products (e.g. particularly harmful materials or non-recyclable products).
- Goals should be set for each area (consumable products, fixtures and fittings).
- Define focus areas in which more ambitious medium-term goals come into play (e.g. becoming zero waste in F&B or rooms in terms of consumable products). Check with corporate office and/or asset owner if they have set targets for the property.
- Tips for setting targets:
 - Ensure they are [SMART](#).
 - Think long-term targets but include interim milestones. Longer-term reduction targets (e.g. targets spanning 5 or 10 years) provide an overarching sense of direction. However, it's important that regular (e.g. annual) milestones are set to help gauge continual progress.
 - Ensure your objectives align with the key impacts you have identified.
 - Use existing best-case examples to help define short-term goals. E.g. practices within individual departments that could become standard for all.
 - Remember to consider baseline performance as a starting point and use benchmarking indexes (such as [CHSB](#)) to help determine reasonable targets.

Resources:

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

4. Demonstrate your commitments publicly.

- You can share them on your website.
- You may also want to sign up to wider commitments such as the [Global Tourism Plastic Initiative](#), [Cool Food Pledge](#), [123 Pledge](#), [10x20x30 Pledge](#).

Resources:

- [Global Tourism Plastic Initiative](#)
- [Cool Food Pledge](#)
- [123 Pledge](#)
- [10x20x30 Pledge](#)

Take action

5. Review available guidance to identify and select relevant actions.

- Liaise with the asset owner and corporate office (where relevant) to align plans and find out about their initiatives.
- The [Net Positive Action Planner](#) can help guide plans.
- Explore operational environmental [certifications](#) – these can help guide plans and, if achieved, can be used in communications.
- Encourage the asset owner (where relevant) to investigate the latest water efficiency, recycling and production technology.
- Consider of the longevity of actions, by:
 - Engaging stakeholders and ensuring a long-term plan is in place for maintenance/protection.
 - Securing long-term funding
 - Designing activities to be resilient to risks
- You should include:
 - Actions to eliminate single-use items from operations.
 - Actions to reduce supplier packaging (where procured directly by the hotel).
 - Waste reduction and management solutions and initiatives for all waste products and materials previously mapped, including:
 - Regular waste streams (plastics, paper, glass, metals, textiles, food and organic waste, wastewater, etc.)
 - Irregular waste streams (electronics, mattresses, chemicals, left property, etc.)
 - Identifying how to best dispose of all unavoidable waste streams (going beyond regular municipal waste management).
 - Review if there are local stakeholders which could support you in your actions (e.g. local initiatives like [ZeroWasteCities](#), or local start-ups which repurpose waste)
 - Consider options to recycle (e.g. composting food), reuse (e.g. donations of FF&E or surplus food) and repurpose.

Resources:

- [Net Positive Action Planner](#)
- [Certification factsheet](#)
- [UNEP's circularity guidance](#)

6. Update standard operating procedures and policies to embed the principles of circular economy, and reduce waste to landfill.

- Ensure the waste hierarchy is a key determining factor in purchasing decisions.
- Reviewing food ordering standards to reduce food loss and waste.

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

- Work with suppliers to identify and prioritise products and services with lower environmental impacts.
- As well as the products themselves, many suppliers offer add-on services such as product recycling or packaging take-back schemes.
- Work with suppliers that are not currently meeting sustainability expectations to explore how they could improve.
- Where necessary, consider alternative suppliers.

Resources:

- [Supply chain sustainability school](#)
- [Addressing emissions in your supply chain](#)

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

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

9. Determine and gather required resources.

- Calculate employee time and funding needed for actions.
- Find and cost further support in areas where your current team and external partners lack experience.
- Review options for funding, including internal budgets and external investors/funding schemes. Consider allocating savings made through environmental initiatives to fund future initiatives.
- Create a business case for actions and share with decision makers for approval. Section 2.5 of [Environmental Management for Hotels](#) can help to evaluate capital investment.
- Achieve internal sign-off from executive board/equivalent senior authority.
- Include time and funding in relevant budgets. Ensure CapEx and OpEx budgets and planning include fully costed measures.
- The business case should include:
 - Financial investment
 - Expected savings
 - Payback period
 - Other potential benefits (e.g. guest satisfaction, compliance with legislation).

Resources:

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

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

- Where possible, this should consider whole-life impacts and consider end-of-life (especially disposal) impacts.

Resources:

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

11. Actively engage your staff and encourage innovation.

- Providing a feedback mechanism, asking them for their ideas and formally embedding staff engagement efforts into appraisal processes.
- Providing additional opportunities for learning and inspiration:
 - Knowledge sharing
 - Research time
 - Attendance at events and round-tables
 - Tours at innovation centres or existing hotels
- Encourage innovation and allow enough space to test products and processes.
- Carbon-based incentivisation of stakeholders
- Offering dedicated job positions for sustainability professionals.

Resources:

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

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

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

Resources:

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

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

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

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

Resources:

- [CHSB](#)

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

Review benefits seen through actions.

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

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

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

Update leadership on progress.

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

Resources:

- [GSTC-Recognized Standards & Systems for Hotels](#)

Inform guests and corporate customers of performance and activities.

- Ensure communications are accurate and transparent.
- Include information like KPIs, percentage reductions and key environmental initiatives implemented.
- Use collateral and corporate account review meetings to share information.

Resources:

- [Communications Handbook](#)
- [Customer engagement factsheet](#)

Report your findings to relevant stakeholders and align reporting with established frameworks, e.g. [GRI](#).

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

- Demonstrate how you are addressing key risks identified.
- edie have a handbook on [Communicating sustainability](#) externally.

Resources:

- [GRI](#)
- [SASB](#)
- edie [Communicating sustainability](#)



Waste and use of materials

4 | Leading

Give back more than you take

Outcomes:

Waste: Support of replenishment solutions at broader ecosystem level.

- Initiatives to advocate for and support development of sustainable waste management infrastructure in the destination (including access for local communities) are in place.
- The organisation provides and records monetary invest in waste management infrastructure necessary for closed looped systems in the destination (outside of hotel operations).
- New waste reduction and management solutions and initiatives have been investigated and regenerative solutions and innovative initiatives have been invested in and implemented.
- Zero waste to landfill/incineration has been achieved.
- Initiatives to support suppliers to reduce waste are in place.
- Initiatives that support the local community in better managing waste and reducing waste to landfill are investigated and implemented.

Use of Materials: Support of replenishment solutions on regional level.

- Zero waste to landfill/incineration has been achieved.
- Initiatives to advocate for and support development of sustainable waste management infrastructure in the destination (including access for local communities) are in place.

- The organisation provides and records monetary invest in waste management infrastructure necessary for closed looped systems in the destination (outside of hotel operations).

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

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