

Sustainable Hospitality Compass

2025



ASSET-H&C
Association of Southeast Asian
Social Enterprises for Training in
Hospitality & Catering

A project initiated by



Acknowledgements

Sustainable Hospitality Compass was published in 2025 by the **Association of Southeast Asian Social Enterprises for Training in Hospitality & Catering (ASSET-H&C)**, a unique network of 14 vocational training centers across five countries in Southeast Asia, united by a powerful mission: transforming lives through sustainable hospitality education, providing comprehensive training to support youth successfully integrate into the hospitality and tourism job market and society.

This guide was developed under the overall guidance of **Phan Thanh Ha**, ASSET-H&C Projects Manager and **Nia Klatte**, Sustainable Tourism Expert. Nia Klatte has over a decade of experience in capacity building, training design, and sustainable tourism product development. She spent seven years in Southeast Asia as a sustainability coordinator, where she developed and implemented social and environmental strategies. Since 2021, she has worked globally as an ESG consultant, supporting tourism companies and hotels in advancing their sustainability efforts. Precious contributions and advice have been provided by:

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Special thanks go to the hotels, accommodations and other organisations that have agreed to share the good practices they implement within this document (Hospitality Insights), namely: Minor hotels, Zannier Phum Baitang, Lifestyle Retreats, Anantara Mai Khao Phuket Villas, Munduk Moding Plantation, COMO Metropolitan Bangkok, The Datai Pledge, Almanity Hoi An Resort & Spa, ECPAT and the CODE, Cassia Cottage, Phu Quoc Island, Sarinbuana Eco Lodge, Jetwing Hotels, Raya Heritage.

YOU CAN CONTRIBUTE

Any idea, question, or suggestion?

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asset@iecd.org

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Designed and illustrated by Lydia Oldham

Foreword



Charlotte Piffard
EXO Foundation Leader



Jiraphat Briand
EXO Sustainability Leader

Building a responsible and resilient hospitality sector starts with awareness, collaboration, and action. At EXO Foundation, we believe tourism can be a powerful force for good. Our mission is to make destinations better places for travellers to visit and for local communities to thrive. To achieve this, we must work hand in hand with industry actors to ensure that tourism's growth supports both environmental protection and community well-being. This guide is more than a collection of good practices—it is a practical tool to help turn commitment into meaningful action.

Across Southeast Asia, Japan, Korea, and Saudi Arabia, we've partnered with hotels to conduct sustainability audits and single-use plastic assessments using the Hotel Resilient Platform. These efforts have revealed both inspiring practices and a need for further guidance.

What we've learned is that sustainable hospitality isn't just about implementing individual initiatives—it's about creating a culture of continuous improvement where every team member, from management to front-line staff, plays a vital role in building more responsible actions. We're proud to contribute to this journey and support a more sustainable future for the hospitality and tourism industry.



Nia Klatte
Sustainable Tourism Expert

Sustainability in hospitality is a journey, not a one-time task. You don't need to do everything at once—what's important is to start, take your time, plan carefully, and be open to reviewing and adjusting along the way.

Every business is different, and what works for one might not work exactly the same for another. That's why it's important to adapt solutions to fit your own context, resources, and goals. You may not be able to copy every example, but you can use them as inspiration to create your own path.

There is so much potential in this region to create positive change. Taking even small steps can lead to a big impact. Whether you are just beginning your sustainability journey or already on your way, your actions matter. By sharing best practices and real-life examples, we hope to inspire others and build a stronger, more sustainable hospitality sector. No one has all the answers, but by learning from each other, we can move forward faster and smarter.

To protect what makes Southeast Asia so special, we must act with care and purpose—together. Sustainability does not happen in isolation. It grows stronger when we connect, cooperate, and commit to progress.

Sustainable Hospitality Compass?

15 SUBTOPICS

13 CASE STUDIES

FROM 6 COUNTRIES

(Thailand, Cambodia, Indonesia, Malaysia, Vietnam and Sri Lanka)

EXO Foundation, IECD, and ASSET-H&C network launched the first Eco-Guide in 2018 as a practical resource for hotels, stakeholders and training institutions specialised in hospitality across South east Asia. This pioneering initiative successfully established fundamental sustainability principles while implementing strategies that raised awareness of environmental challenges, inspired many hospitality stakeholders as their first steps toward more responsible operations in the hospitality and tourism industry.

Since 2018, the hospitality landscape has undergone dramatic shifts. The pandemic accelerated operational innovations, climate impacts intensified across our region, and guest expectations evolved toward responsible tourism experiences. While Southeast Asian tourism recovery demonstrates resilience, with the region achieving 89% of pre-pandemic visitor levels (1), this transformation created an opportunity to rebuild better. Rather than returning to previous practices, forward-thinking hospitality businesses are embracing sustainability as fundamental to operational excellence.

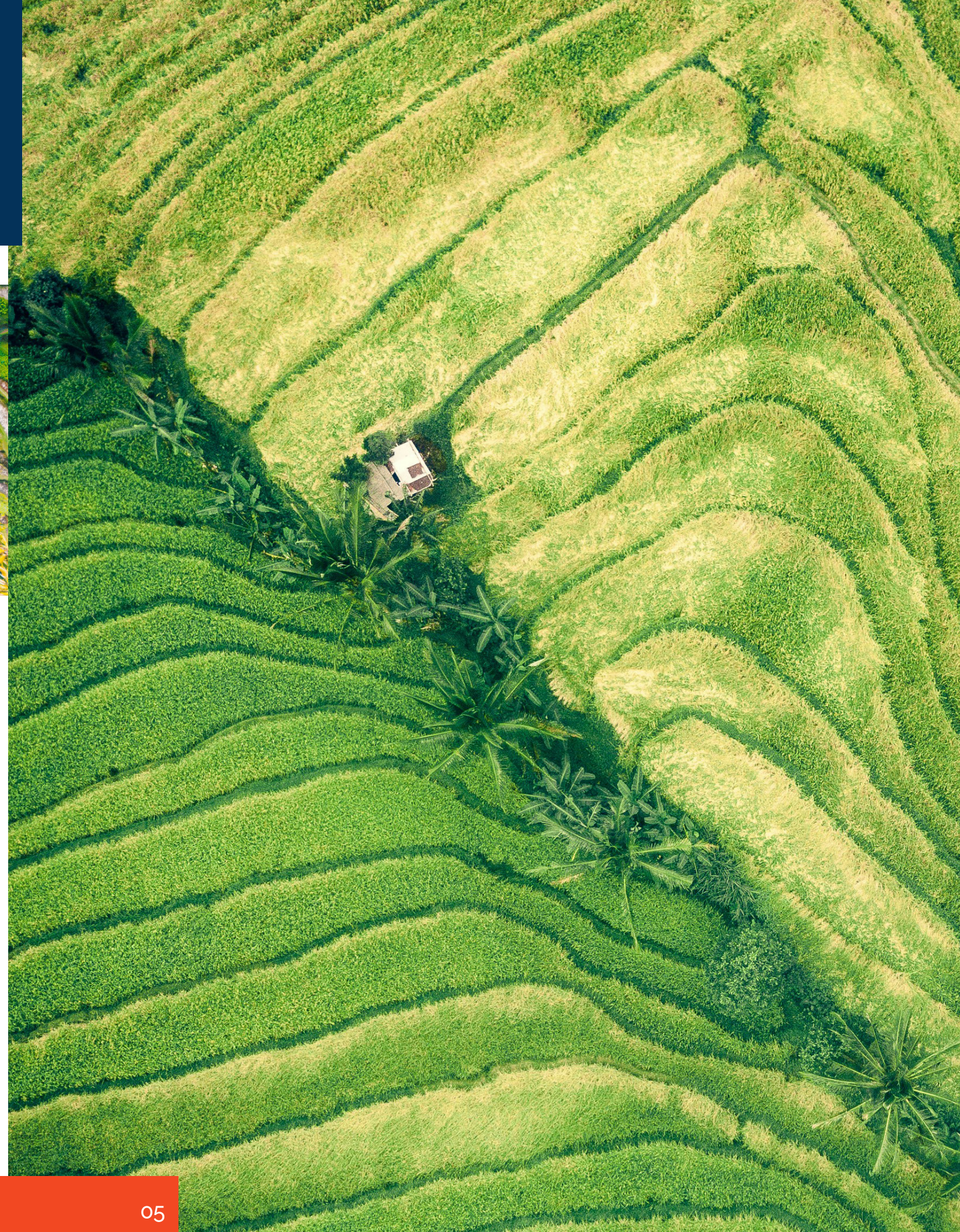


Building on the foundation of the first Eco-Guide, this Sustainable Hospitality Compass is designed to be your comprehensive companion on this important journey where environmental stewardship & social responsibility as fundamental, while offering practical ideas and real-life examples. Asian hospitality isn't just about environmental compliance—it's about creating more resilient businesses, stronger communities, and more meaningful experiences for both guests and staff.

ASSET-H&C envisions leveraging this guide to establish a dynamic knowledge ecosystem where breakthrough innovations in one location can rapidly scale across the region by documenting and sharing success stories, lessons learned, and emerging practices across Southeast Asia. The Sustainable Hospitality Compass serves as our cornerstone educational tool to develop and inspire a new generation of hospitality professionals also. By taking action—whether as industry professionals or conscientious travellers that recognise it's not too late to make a significant shift toward sustainable tourism and hospitality.

This Guidebook does not intend to replace organisational procedures or sustainability strategy and action plan. Please consult your own organisational policies to ensure compliance.

(1) [Report of the Regional Director for Asia and the Pacific - UN Tourism](#)



Who this Sustainable Hospitality Compass serves?

This guide serves as your sustainability companion, providing a clear roadmap that turns good intentions into measurable results, whether you're starting fresh or enhancing existing programs. With technical advice tailored to the challenges of Southeast Asian hospitality, this comprehensive guide is crafted for hospitality leaders, property managers, and teams across the region who are ready to transform their operations while creating a positive environmental and community impact.

To have a quick overview of whom each section aims at and who should benefit the most, please check out various categorisations:

MANAGEMENT

MAINTENANCE
TEC SERVICES

HUMAN
RESOURCES

PURCHASING

LEGEND



Step-by-step of the checklist or guiding questions.



Case Study: Real life examples from other businesses



Practical tips, which help you understand better and take actions



Link to other resources, tools, or additional reading materials, or find necessary links in words highlighted in blue with a underline

Disclaimer: This guide provides information about third-party tools and services for informational purposes only. The authors do not endorse specific products and encourage readers to conduct their own research before making purchase decisions.



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Introduction



In Southeast Asia, the hospitality industry plays a critical role in the economy, the environment, and the society. As one of the most dynamic tourism regions, it faces unique challenges that require a robust approach to **sustainability management, environmental stewardship, and social responsibility**. This Sustainable Hospitality Compass (Sustainable Hospitality Compass) aims to provide hotels and accommodation providers with the knowledge and tools they need to adopt sustainable practices that not only improve their business operations but also make a positive contribution to the communities and ecosystems in which they live.

Southeast Asia is particularly vulnerable to the effects of climate change, including rising sea levels, extreme weather events, and biodiversity loss. These environmental challenges threaten not only natural resources but also the very foundation of the tourism sector. Through effective sustainability management, hotels can reduce their environmental footprint, optimise resource consumption, and ensure their long-term viability in a rapidly changing climate. Implementing strategies such as energy

efficiency, waste reduction, and water conservation can significantly improve operational resilience while promoting environmental health.

In addition to environmental concerns, social responsibility within the workforce is also of paramount importance. Many workers in the hospitality industry in Southeast Asia face challenges such as inadequate wages, poor working conditions, and limited opportunities for career development. This handbook emphasises the importance of fair labour practices and community engagement as essential components of a socially responsible business model. By fostering a supportive work environment and investing in employee training and well-being, hotels can improve employee morale, reduce turnover rates, and ultimately improve the guest experience.

Foundations of Sustainability

What is Sustainability?

Understanding Policy, Guideline, Procedure, and Commitment

Stakeholder Mapping

Developing a Sustainability Policy

Sustainability Reporting

Sustainability Certifications



What is Sustainability?

Understanding Sustainability

Sustainability is about meeting the needs of the present without compromising the ability of future generations to meet their own needs. This definition comes from the Brundtland Report, published by the World Commission on Environment and Development in 1987, which remains the cornerstone of sustainable development worldwide.

For hotels and accommodation providers in Southeast Asia, sustainability means managing operations in ways that protect the environment, support local communities, and ensure economic viability over the long term. To achieve sustainability, it is important to focus on four key areas:

- **Governance:** How your business is managed and governed matters. Good governance means making ethical decisions with transparency, accountability, and compliance with laws. It ensures your property acts responsibly and builds trust with guests, partners, and communities.
- **Business Practices:** How you operate day-to-day shapes your sustainability journey. This includes fair labour practices, engaging with local communities, and respecting cultural heritage.
- **Environmental Management:** This covers managing natural resources like energy, water, and waste, reducing carbon

emissions, and protecting local ecosystems.

- **Social Responsibility:** This focuses on the impact your business has on people—guests, staff, suppliers, and neighbours. It includes fair treatment, safety, and supporting community well-being.

Sustainability is not just about reducing harm—it is also about creating positive impacts that strengthen your business and the destinations you serve. By embedding these principles, hotels can contribute to a thriving and resilient tourism industry in Southeast Asia.



Understanding policy, guideline, procedure, commitment

For hotels and accommodation providers in Southeast Asia, managing sustainability effectively often requires clear documentation. Terms like “policy,” “procedure,” “guideline,” and “commitment” are frequently used but can be confusing. Here's what they mean and how they apply to your operations:

Policy

A policy is a formal statement that outlines your organisation's principles and intentions on a specific topic. It provides a foundation for decision-making and ensures consistency across the business.

Example

A Sustainability Policy might state your hotel's commitment to conserving natural resources, minimising waste, and supporting the local community. Similarly, a Child Protection Policy could outline your responsibility to safeguard children from exploitation and abuse in your premises.

Guideline

A guideline provides recommendations or best practices to follow. It is less formal than a policy or procedure and offers flexibility depending on your hotel's specific circumstances.

Example

A Guideline for Responsible Supply Chain Management could suggest sourcing local produce, working with suppliers who meet ethical and sustainability standards, and avoiding materials linked to deforestation.

Commitment

A commitment is a pledge or promise made by your organisation, often aimed at achieving long-term sustainability goals. It's typically broader than a policy and demonstrates your dedication to stakeholders, such as guests or corporate clients.

Example

A Commitment to Carbon Reduction could include reducing emissions by 50% by 2030 through measures such as energy efficiency upgrades, renewable energy adoption, and offsetting unavoidable emissions.

Procedure

A procedure describes the step-by-step actions your team needs to take to implement a policy or achieve a specific outcome, which ensures tasks are carried out consistently and effectively.

Example

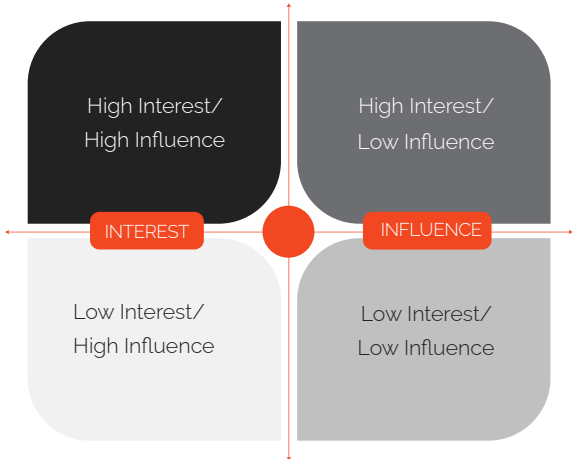
An Environmental Procedure to Reduce Electricity Use could include actions like:

1. Install motion sensors in guest areas.
2. Set air conditioning systems to default eco-modes.
3. Train staff to turn off lights and equipment.

Stakeholder Mapping

 [Link to checklist](#)

Stakeholder engagement is a critical foundation when developing any sustainability policy or strategy. Stakeholder mapping enables your organisation to identify who is most important to your operations and who may be directly or indirectly impacted by your sustainability initiatives. By clearly understanding the interests, influence, and expectations of each stakeholder group, your hotel can set informed priorities and design effective, inclusive strategies. A well-executed stakeholder mapping process helps you systematically identify, categorise, and prioritise relevant stakeholders, ensuring that no key voices are overlooked and that your sustainability efforts are both targeted and meaningful.



Identify stakeholders

Identify any individuals, groups or organisations that can influence or be influenced by your sustainability efforts. This includes internal stakeholders (e.g., employees, team members, senior managers, owners) and external stakeholders (e.g., guests, partners, investors, suppliers, customers).

Prioritise stakeholders

Rank stakeholders based on two factors:

Interest: How much the stakeholder cares about your organisation's activities.

Influence: How much power they have to affect your decisions. This helps identify which stakeholders need more attention. For example, guests have a high interest and influence because their feedback.

Prioritise stakeholders

Plan how to interact with each group of stakeholders based on their priority:

High Interest/High Influence: Regularly communicate with them and involve them in key decisions (e.g., guests and employees).

High Interest/Low Influence: Keep them informed and listen to their concerns (e.g., local community).

Low Interest/High Influence: Provide occasional updates and maintain a good relationship (e.g., investors and regulators).

Low Interest/Low Influence: Communicate as needed without too much focus (e.g., distant suppliers).

Case Study

Minor Hotels

International Hotel Group - Headquarters based in Bangkok, Thailand

Within a hotel group, there is a large and complex network of stakeholders, from employees and guests to local communities, suppliers, and investors. Each group has its own expectations, influence, and spheres of influence, making effective stakeholder engagement essential.

Context:

The Minor Group has recognised that investors and business partners are demanding and requesting strategies for supply chain management. More and more companies, e.g., from Europe, are demanding such procedures due to changes in legislation and the need to report on their supply chain.

The Process

Step 1: Identifying Stakeholders

The team carried out some research in the industry to find out how other organisations engage stakeholders and created a stakeholder mapping. Various teams and key individuals were consulted, and their inputs were used to identify key stakeholders.

Minor Group identified 9 stakeholder groups:

- Customers
- Employees
- Shareholders
- Investors and Creditors
- Business Partners
- Suppliers
- Media
- Communities
- Government
- Non-Governmental Organisations (NGOs)

Stakeholders were then mapped based on their level of influence and impact on business operations. High-risk stakeholders are addressed with immediate and focused engagement, while low-risk stakeholders are monitored periodically to ensure compliance and ongoing alignment with business goals. The mapping process is reviewed annually, with high-risk and low-risk stakeholders reassessed to ensure ongoing relevance and effectiveness.

Step 2: Engaging Stakeholders

Communication with stakeholders was prioritised through meetings, discussions, and open forums. A Whistle-blower policy was introduced to allow confidential reporting of issues. The policy is publicly accessible and is also included in communication with the various stakeholder groups. Based

on the Stakeholder Mapping, policies and processes can be developed, for example, regarding supply chain management.

//

When starting the process and speaking to people, make sure it's a "No Fault Room". Anything can be said, there are no wrong answers, and everything is relevant. It needs to be an open and inclusive approach with open discussions!

//

John Roberts, Director of Sustainability and Conversation at Minor Hotels

Challenges and Solutions

Resistance to Change: People are creatures of habit. Internal resistance can often be observed from long-standing employees and managers who are used to the existing practices. Education and the gradual implementation of measures can help to change these old habits and procedures. Demonstrating tangible benefits, such as improved supplier relationships, better reputation and, compliance with legal and ethical standards, is extremely important.

Lack of Awareness: Many stakeholders are unfamiliar with global ethical standards and compliance requirements. Meetings and training sessions were held to explain the processes and policies in local languages and outline expectations. The implementation of formal, documented policies helped to prevent poor business practices. As policies and processes were publicly available on the website and in communication materials, investor expectations and public accountability were strengthened.



Minor team was certified Great Place to Work in 2023

Key Learnings

Inclusive Approach is Essential: The team should include representatives from all levels, including local community members and front-line employees, not just corporate executives. Open and Transparent Communication: Meetings should take place in a neutral setting rather than a corporate office to promote trust.

Ongoing Review and Adaptation: Stakeholder mapping is not a one-time process—it requires regular reassessment to address emerging risks and opportunities. Scaling the process across multiple locations remains a challenge, but having a structured system makes implementation more effective.



[Image Source](#)

This framework illustrates Minor Group's systematic approach to operational-level stakeholder engagement. You can find out how they developed responsible purchasing strategies through stakeholder mapping (page 87)



Developing Sustainability policy

 [Link to checklist](#)

A sustainability policy document is a written statement that outlines your organisation's approach to sustainability. It serves as a clear roadmap for managing environmental, social, and economic responsibilities.



Benefits of a Sustainability Policy Document

- Clear direction and consistency:** ensures that everyone in the hotel, from management to staff, follows the same guidelines, creating consistent, sustainable practices across the business.
- Accountability and transparency:** a formal document helps track progress and hold your organisation accountable for its sustainability goals. It also demonstrates to guests, staff, and partners that your commitment is genuine.
- Attracting partnerships and certifications:** many eco-certification programs and potential business partners require a documented policy, helping your organisation qualify for recognition and collaborations.
- Compliance with regulations:** helps ensure that your organisation complies with local or international sustainability regulations and standards, avoiding potential penalties.
- Strategic planning:** the document helps with long-term planning, setting measurable goals that guide sustainable decision-making over time.

Key Elements of a Sustainability Policy Document

- Introduction and Purpose**
Clearly state why your organisation is committed to sustainability and the goals of the policy.
- Scope**
Clearly state why your organisation is committed to sustainability and the goals of the policy.
- Roles & Responsibilities**
Outline who is responsible for implementing the policy and ensuring compliance.
- Monitoring & Reporting**
Specify how progress will be tracked and reported, both internally and externally.
- Goals & Objectives**
Define the specific and measurable sustainability targets that the hotel intends to achieve over a set period.
- Review & Update**
Include how often the policy will be reviewed and, updated to stay relevant.

Case Study

Zannier Phum Baitang

Luxury Heritage Resort - Siem Reap, Cambodia

Context:

Zannier Phum Baitang began its sustainability journey in late 2019. The hotel remained committed to sustainable practices throughout the pandemic and achieved Green Globe Certification in 2022. This marked the formal adoption of their comprehensive Environmental Policy, which they view as the foundation of all their sustainability efforts.

The Process

Phase 1: Initial Assessment

Following the certificate criteria, the hotel thoroughly analysed annual and monthly data on water, energy consumption, and waste to identify gaps in its operations.

A Green Team consisting of all department heads was established to review standard operating procedures and its existing sustainability initiatives.

One person in charge submitted the required documents to the certification online.

Phase 2: Policy Development

A focal point was discussed, the Environmental policy was developed with the Green Team.

Based on the policy statements, they established Standard Operating Procedures and developed clear guidance with employee rules and responsibilities.

The Green Team reinforced sustainable practices during daily briefings, simplifying information in the Khmer language and incorporating it into the employee handbook.

Staff surveys were conducted to understand sustainability in their daily tasks.

Phase 3: Monitoring

External auditors evaluated the hotel against Green Globe standards.

Green Team tracks daily water, energy consumption, and waste metrics, reporting monthly results to the General Manager during P&L meetings.

Departments review and update sustainability policies annually based on customer feedback and certification requirements.

Challenges and Solutions

A significant challenge was collecting detailed operational information when analysing gaps in current practices. This was especially difficult given that 98% of staff are local Khmer who may not have had prior knowledge of sustainability practices. To overcome this, the Green Team provided training and explanations in Khmer, broke down the environmental policy into guidelines with simple concepts and, connected them to daily operational practices.

“

Sustainability has shaped my journey at Zannier Phum Baitang, proving that responsible practices and exceptional hospitality go hand in hand. Reducing waste, sourcing locally, and conserving energy have not only minimised our impact but also enriched the guest experience. I believe every hotel should make sustainability a core commitment, protecting local culture, supporting communities, and integrating eco-friendly solutions. It's not just a choice; it's our responsibility to create a lasting, positive impact.

”

Giulio D'Alberto - General Manager of Zannier Phum Baitang



Key Learnings

Cross-departmental Collaboration:

It is essential to involve all departments throughout the process. This includes creating Standard Operating Procedures and reviewing them annually based on guest feedback and Green Globe requirements.

Thorough Preparation:

A clear understanding of the certification criteria is important before sharing with the wider team. Reviewing current practices helps to identify any gaps that need to be addressed.

Incremental Implementation:

Sustainability efforts should be introduced gradually, taking budget limitations into account. Learning from early results is important before expanding initiatives. Partnering with organisations that offer ongoing feedback can improve the effectiveness of implementation.

Simplified Communication:

Clear and simple communication is vital to engage staff in sustainability. Face-to-face discussions in the local language are more effective than simply distributing policy documents.

Rice Cultivation inside Zannier Phum Baitang hotel

Sustainability Reporting



[Link to checklist](#)

Sustainability reporting is the process of documenting and sharing your hotel's efforts to manage environmental, social, and governance (ESG) responsibilities. It involves presenting clear information about your sustainability initiatives, goals, and progress to stakeholders such as guests, corporate clients, industry partners, but also staff.

A sustainability report demonstrates your commitment to responsible hospitality. It helps you meet growing expectations from corporate clients who prioritise working with environmentally and socially responsible businesses. It is also often a requirement for achieving sustainability certifications or adhering to reporting frameworks.

What Does Sustainability Reporting Involve?

A sustainability report typically includes:

Environmental Efforts:

Highlight initiatives like reducing energy consumption, managing waste, conserving water, and tracking carbon emissions

Social Contributions:

Include actions such as implementing child protection measures, supporting local communities, and ensuring fair labour practices.

Governance:

Describe your adherence to ethical practices, such as anti-corruption measures and responsible supply chain management.

Progress and Metrics:

Provide measurable results, like energy savings, waste reduction figures, or milestones towards carbon neutrality.

Why is Sustainability Reporting Important?

Transparency:

Builds trust with guests, clients, and the community by showcasing your commitment to sustainability.

Compliance:

Many corporate clients and certification bodies require sustainability reporting as a standard practice.

Continuous improvement:

Helps you track progress, identify areas for improvement, and set actionable goals for the future.

A highly effective and free resource for sustainability efforts is the [GSTC Sustainable Tourism Criteria for Hotels and Accommodation Providers](#).

This comprehensive list of criteria can help you manage and report on your sustainability initiatives. You can use the individual criteria to assess how well you have implemented sustainable practices. Use the criteria to catalogue all initiatives and measures implemented in the past year to create a solid foundation for your sustainability report. In this way, you can ensure that your efforts are in line with global standards while demonstrating transparency and accountability.



MANAGEMENT

Case Study

Lifestyle Retreats

Singapore-based Boutique Hotel Developer and Management Company - operating assets in Bali (Indonesia) and Phnom Penh (Cambodia)

Context:

In 2019, Lifestyle Retreats made a strategic decision to shift beyond informal Corporate Social Responsibility (CSR) efforts and formally integrate sustainability into its core business strategy. By 2021, after systematically collecting sustainability data across its hotel properties, the company had built a solid foundation of initiatives and insights, culminating in the release of its first comprehensive sustainability report.

The Process

Step 1: Set up a clear strategy with relevant frameworks

Lifestyle Retreats created a sustainability plan based on four main pillars, each with specific ways to measure progress:

Care for Our Family:

e.g., hours of staff training, number of wellbeing workshops, staff diversity, and women in management.

Support Our Community:

e.g., how the business helps the local community, percentage of local products used.

Responsibility for Environment:

e.g., energy use, use of LED lights, and tracking local plant and animal species.

Resilience in our Governance:

e.g., business growth plans and financial health.

Step 2: Train the team & improve communication

The Sustainability team trained key staff at each hotel:

- Human Resources Personnel collect data and impacts that have been made on internal employees and the community twice a year.
- Green Team Coordinators (mostly the chief engineers) collect environmental data twice a year.
- A Managing Director shares information on governance and business development.

Step 3: Create a simple, standard reporting system

Each department received customised Excel sheets with formulas and checks already built in. Clear instructions were included to help staff collect the right data in the right way.

The data collection process followed three steps:

Each hotel collects data using the standard reporting templates (monthly or biannually) and submits it to the corporate office

The sustainability team reviews all submissions, provides feedback, and works with properties to correct any errors until the data is accurate and complete.

This system ensures accurate data and helps track progress year after year.

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The first sustainability report requires significant time investment, but the process has become much more efficient with each cycle. By the second, third, and fourth reports, both time requirements and staff resistance decreased substantially. We encourage other hotels to begin this journey - what initially seemed like a sudden pivot has evolved into an essential strategic tool for transparency and continuous improvement

//

Amy Nhung Nguyen, Sustainability Manager



The Sustainability team thoughtfully selected indicators that would remain relevant over time. A structured method was written to make sure data would be collected in the same way at all properties. The report was made for both external (investors, public readers) and internal audiences (staff, property owners, shareholders).

Important: everyone understood that data would be collected every year and why it mattered.

Challenges and Solutions

Time commitment:

The first report took 4-5 months to complete. The use of standard templates and clear processes made future reporting much faster.

Confidence and communication:

Lifestyle Retreats worried they would not match larger hotel groups, and the first report was not detailed enough. They chose to be open and honest instead of perfect, and improved the report's design and storytelling.

Staff reactions:

Initially, employees questioned the need for data collection and showed reluctance to participate. Managers explained that the data was meant to reflect their great work and positive impact, which helped turn initial hesitation into enthusiasm.

Key Lessons

Choose meaningful indicators:

Pick metrics that stay relevant over time and allow easy year-to-year comparisons.

Build solid systems:

Standard templates and proper training save time and improve accuracy.

Explain the purpose clearly:

When staff understand that reporting celebrates their efforts, they are more willing to take part.

Lifestyle Retreats CSR activity



Sustainability Certifications

What are Sustainability Certifications?

Sustainability certifications in the hospitality industry are official recognitions given to hotels that meet specific environmental, social, cultural, and economic sustainability standards. To achieve certification, a hotel must comply with a strict set of criteria. Certifications can also be seen as a very useful tool for sustainability management: Sustainability is a complex and comprehensive topic, and a list of criteria that an accommodation provider must fulfil helps to break down this topic and provides guidance on how to address the different aspects of sustainability.

Steps to take to become certified

Once you have chosen a certification, the following steps are required:

Self-Assessment: You review the certification criteria and assess its current sustainability practices to identify areas that need improvement.

Application Submission: Once ready, you formally apply for the certification and submit required documents, such as your sustainability policy, purchase policies, energy and water usage reports, waste management plans, and evidence on staff welfare and community engagement.

On-site Audit by a Third Party: An independent auditor visits your property to verify compliance with the certification standards. This includes inspecting facilities, reviewing documentation, and interviewing staff.

Ongoing Monitoring and Renewal: Certifications are not permanent; you must undergo periodic audits (e.g., annually or biannually), submit updated reports, and continue improving your sustainability efforts to maintain or upgrade the certification.

Comparison Sustainability Certifications

	Comprehensiveness	Costs	Frequency of Onsite Audits	Level of Recognition
	Very comprehensive; includes environmental impact, social responsibility, and governance	\$\$\$	Annual self-assessment, onsite audit every 1-2 years	High (well-recognised globally, especially in Asia-Pacific)
	Very comprehensive; covers environment, social, governance, and cultural heritage	\$\$\$	Annual audits required	High (well-known globally, strong in luxury sector)
	Strongly focuses on environmental management; includes social responsibility but less governance focus	\$	Annual self-assessment, onsite audit every 3 years	High (widely recognised, strong in Europe)
	Covers environmental, social, and governance aspects	\$\$	Onsite audit every 2 years	Moderate (strong in Europe, growing globally)
	Strongly focuses on environmental management with some criteria on community support	\$	Onsite audit every 2 years	Recognised in Thailand
	Includes environmental protection, heritage conservation, and contributions to local economic and cultural development	\$	No on-site audits	Recognised in Vietnam
	Comprehensive; includes environmental impact, social responsibility, and governance	\$	Onsite audit every 2 years	Recognised in the ASEAN region

Environmental Management

Optimising Energy Efficiency

Implementing Water Conservation Measures

Enhancing Waste Management Practices

Tracking and Reducing Carbon Emissions

When you run a hotel, environmental management means looking after the environment while running your business. It's about using natural resources carefully, reducing waste, and lowering pollution — all while giving your guests a great experience.

As a hotel, you use energy, water, cleaning products, and food every day. You also create waste, laundry, and sometimes noise or emissions. Environmental management is how you understand, reduce, and manage these impacts to protect nature, save money, and meet the expectations of today's more eco-aware guests.

A view from Sarinbuana Eco Lodge from above



Optimising Energy Efficiency

Optimising energy efficiency means using less energy to provide the same level of service or comfort. Reducing energy use lowers greenhouse gas emissions, helping to mitigate climate change and safeguard natural attractions for future generations of visitors and local communities alike. Measures not only save money but also reduce strain on local energy grids.



Measure and Monitor

Start by tracking your energy consumption to understand where and how energy is being used. Install energy meters or use monitoring tools to measure usage across different areas, such as restaurants, kitchens, guest rooms, or the back of house. Analyse monthly energy bills to identify patterns and spot areas of high consumption. The responsibility for monitoring environmental data should be assigned to individuals such as engineers, hotel managers, or sustainability team leaders.



Set Clear Goals and Create

Use the findings from monitoring and audits to set energy-saving goals. These could include reducing energy consumption by a certain percentage or cutting costs in specific areas. Develop an action plan to achieve these goals, such as upgrading equipment, improving insulation, or implementing staff training to encourage energy-saving habits.



Conduct an Energy Audit

Carry out an energy audit to identify inefficiencies and opportunities for improvement. This could involve inspecting equipment, checking for outdated or poorly maintained systems, and identifying energy wastage, such as lights left on in unused rooms. An audit can be done internally or by hiring an energy expert to provide professional recommendations.



Upgrade and Implement

Invest in energy-efficient technologies, such as LED lighting, energy-efficient air conditioning units, and appliances with high energy ratings. Incorporate renewable energy sources where possible, such as solar panels, and ensure proper maintenance of equipment to keep it running efficiently. Automating systems like lighting and heating can also help minimise waste by ensuring energy is only used when needed. [The ECO Guide 1.0](#) contains a whole range of energy efficient solutions!

Energy Efficiency - Resource

Check out these additional resources and tools Soruces and tools, which will help you manage and optimise your energy usage:

To measure and monitor energy data, first create an Excel file to record and organise your energy consumption. Enter regular data from energy meters, utility bills or monitoring systems and add details such as daily or monthly consumption, peak times, and costs. [The Utilities Tracker from the World Sustainable Hospitality Alliance](#) provides a good template that you can use for free! The tracker not only offers the possibility to record the consumption of electricity, but also of water and waste!

This free [e-toolkit from the United Nations World Tourism Organisation \(UNWTO\)](#) helps hotels assess their current energy consumption and recommends suitable renewable energy and energy efficiency technologies. It also includes a return on investment (ROI) calculator to estimate potential savings from green investments.

[The Energy Efficient Lodging Toolkit](#) was developed by the National Centre for Appropriate Technology (NCAT) and offers practical strategies for improving energy efficiency in accommodation facilities. It covers areas such as optimising HVAC systems, improving lighting, and improving building insulation.

Here are more tips that will help you become more energy efficient:

Many **sustainability certifications** provide the opportunity to track and monitor your resource consumption. Get in touch with the relevant certification body to get more details!

A smart meter is a digital device that tracks your hotel's real-time energy use and sends data automatically to your supplier. It helps hotels become more energy efficient by identifying high energy consumption, reducing wastage, and encouraging better usage habits. With instant feedback, staff can adjust heating, lighting, and equipment use to cut costs and lower their carbon footprint. Smart meters also ensure accurate billing, helping hotels manage their energy more effectively.

A Building Management System (BMS) is a smart control system that monitors and manages a hotel's energy use, including heating, cooling, lighting, and ventilation. It helps improve energy efficiency by automating systems, reducing waste, and optimising performance based on occupancy and usage patterns. A BMS can lower costs by preventing energy overuse, but installation and maintenance can be expensive, making it a long-term investment for sustainability and savings.

We tend to overlook things when we work in one place for a long time, that's only human. Taking a fresh look can help you re-evaluate your current use of electricity. You could start an 'energy tour': Every morning, the team on duty walks through the house and assesses the current consumption: Do we really need this light on? Do we need this heating device for the breakfast service or just for the lunch service? Are appliances that are not being used really switched off?

Case Study

Anantara Mai Khao Phuket Villas

Luxury Beach Resort - Phuket, Thailand

Context:

Minor Hotels is committed to strong climate action in support of the Paris Agreement's goal to limit global warming to 1.5°C. Each property sets its own Environmental, Social, and Governance (ESG) performance targets.

At Anantara Mai Khao Phuket Villas, the 2024 aims include reducing carbon emissions and energy use by 10%, compared to 2019 levels. However, they faced challenges with the existing air-conditioning system. These systems had been in use since the hotel opened in 2008. After more than a decade, the units were becoming outdated and inefficient, resulting in:

- Higher energy use – older units required more electricity to cool rooms effectively.
- Frequent maintenance – spare parts were increasingly difficult to find, causing delays in repairs.
- Use of outdated refrigerant (R22), which was harmful to the environment and has been phased out under international regulations.
- Guest complaints – issues such as slow cooling, inconsistent temperature control, and noise had a negative impact on guest satisfaction.

The Process

Step 1: Initial Assessment

The Engineering Team carried out a detailed analysis, reviewing guest feedback from various platforms, maintenance logs and costs, and energy use data. They also compared the current system's performance with the projected savings offered by Variable Refrigerant Volume (VRV) technology.

These findings were presented to hotel management and led to approval for the investment as part of the 2023 Capital Expenditure (CapEx) plan.

Step 2: Implementation

The replacement of air conditioning systems in all 73 villas was a coordinated effort involving multiple departments.

Bookings were managed in phases to reduce guest disruption, equipment was delivered on time, installations were completed on schedule, and villas were cleaned and prepared for reopening with minimal operational impact

Key Learnings

Data-led decision making:

Guest feedback, maintenance records, and energy data played a key role in securing CapEx approval for the VRV upgrade.

Long-term planning and a strong business case:

A thorough analysis helped justify the investment as a sustainability-focused improvement.

Cross-departmental coordination:

Effective collaboration between all involved teams ensured a smooth process with minimal disruption to operations.

//

The transition to VRV air conditioning was a strategic investment that not only significantly reduced our energy consumption and carbon footprint but also improved comfort and satisfaction for our guests. This project is a testament to what we can achieve through cross departmental collaboration and data-driven decision-making. It reinforces our dedication to Minor Hotels' Net Zero vision and sets a strong foundation for continued environmental leadership.

//

Sayamon Sittirit, Resort Manager



Energy saving 48-54% compared to the old system (calculated from the electric expense at 4.2 Baht/kW)



Payback period 2.9-3.7 years

Implementing Water Conservation Measures

Water conservation is critical for hotels and accommodation providers in South East Asia due to the region's vulnerability to water shortages, particularly in popular tourist destinations. High tourist demand often puts pressure on limited water supplies, leaving local communities struggling to access clean water. For example, islands like Bali have faced severe water scarcity due to excessive groundwater use by the tourism industry. Conserving water not only helps reduce costs for hotels but also ensures that local communities and the environment are not negatively impacted by overconsumption. Conserving water in a hotel or accommodation means using water more efficiently to minimise waste while maintaining high service standards.



Measure and Monitor

Start by collecting data on your water consumption using water meters or tracking water bills. Use an Excel file to organise and analyse the data, breaking it down by department or area if you can (e.g., guest rooms, kitchens, laundry). This will help identify areas of high water use and potential wastage.



Set Goals and Create an Action Plan

Use the findings from your monitoring and audit to set clear water-saving goals, such as reducing water use by a certain percentage. Develop a plan to achieve these goals, including implementing water-saving technologies, improving maintenance, and promoting water conservation habits among staff and guests.



Conduct a Water Audit

Perform a detailed water audit to identify inefficiencies, leaks, or unnecessary usage. Check for leaking taps, inefficient appliances, and overwatering in gardens. Consider hiring a specialist if needed to gain a deeper understanding of your water usage patterns.



Implement Water-Saving Solutions

Install water-efficient fixtures like low-flow taps, showerheads, and dual-flush toilets. Reuse greywater from sinks or laundry for purposes like irrigation or cleaning. Train staff to follow water-saving practices, such as using only the necessary amount of water when cleaning; Provide guests with information and incentives to participate, such as offering optional towel and linen changes. In the [Eco-Guide 1.0](#) you will find many useful tips and detailed information on technologies and equipment.

Water meters for hotels and accommodation providers are simple devices that measure how much water is being used across the property. They are easy to install and can be connected to the main water supply or specific areas like guest rooms, kitchens, and laundry rooms. The cost of installing water meters can vary, but they are generally affordable and can help save money in the long run by highlighting areas where water usage can be reduced. By providing real-time data, water meters make it easier for hotels to monitor consumption, set water-saving targets, and take action to lower costs while being more environmentally responsible.



Water Conservation Resources

There are some excellent tools and resources available to help you manage your water consumption better!



Water Stewardship Guide offers practical tools and guidance to help hotels understand their water consumption, assess risks, and implement effective water-saving measures. It includes step-by-step advice on monitoring water usage, identifying inefficiencies, and engaging with local communities to address waterrelated challenges. Understand their water consumption, assess risks, and implement effective watersaving measures. It includes step-by-step advice on monitoring water usage, identifying inefficiencies, and engaging with local communities to address waterrelated challenges.

Free Water Footprint Tool to measure total water usage, water usage per occupied room, and water usage per area of meeting space on an hourly basis. This tool is based on the Hotel Water Measurement Initiative methodology.



WaterUSE Tool and worksheets to help hotel operators identify and prioritise cost-effective water efficiency projects.

Cornell Hotel Sustainability Benchmarking Index helps you understand your water usage by providing data and benchmarks for comparing a hotel's water consumption against industry standards. The hotels can assess how much water you're using in various areas (guest rooms, kitchens, and laundry) and identify areas where you can reduce wastage.



Here are some practical tips on how you can make your operations more water-efficient:

Water Use in the Kitchen Staff should avoid running taps unnecessarily, such as when washing vegetables or defrosting food. Instead, they can use a bowl of water for rinsing produce and plan ahead to defrost food in the fridge. Training kitchen staff to turn off taps when not in use and to report leaks immediately also helps reduce waste.

Water Use in the Laundry Housekeeping should ensure that washing machines are only used for full loads to avoid unnecessary water use. Staff can also adjust washing schedules to combine smaller loads where possible.

Water Use During Housekeeping Housekeeping staff should use water efficiently by turning off taps when not actively rinsing cloths or filling buckets. Instead of letting water run continuously, they can use a small amount in a bucket or spray bottle for cleaning. Mops and cloths should be damp rather than soaked, and any leaks or dripping taps should be reported immediately to prevent water waste.

Ecological wastewater treatment facility at Munduk Moding Plantation



Case Study

Munduk Moding Plantation

Eco-Luxury Resort- Bali, Indonesia

Context:

Munduk Moding Plantation (MMP) began its water conservation journey by recognising the direct link between water and energy: pumping and heating water for pools, jacuzzis, and guest rooms consumed significant electricity, which is particularly expensive in Indonesia. By tracking and reducing water usage, they simultaneously lowered energy bills while conserving a valuable resource.

Step-by-step Activities

Daily Water Tracking System

Every morning, the engineering team checks water meters installed in each building throughout the property

Housekeeping and maintenance teams conduct weekly inspections to detect leaks in guest rooms and resort facilities

Data is initially recorded on paper by engineers daily, and the sustainability team compiles monthly on Excel online platform.

Leak Prevention and Communication

If water meter readings show higher-than-normal consumption, the engineers notify the head of engineering, the sustainability and housekeeping teams

When staff find leaks or broken fixtures, they immediately inform the engineering team via walkietalkie

An immediate repair policy ensures all leaks are fixed within 24 hours (though noisy repairs may be postponed if it's midnight until morning to avoid disturbing guests)

Communication happens instantly via WhatsApp, which allows cross-departmental groups to ensure all relevant teams are informed simultaneously

Different departments have their own group chats to address issues specific to their areas

Challenges and Solutions

The main challenge at MMP was maintaining clear and consistent communication between departments about water conservation. This made it difficult to report problems and take quick action.

To address this, the General Manager highlighted the importance of communication for both sustainability and guest satisfaction. Department heads began sharing monthly data, discussing issues, and giving practical examples to their teams to build better habits. Several communication methods— such as WhatsApp, walkie-talkies, and regular meetings—were introduced to make sure water-related issues could be reported and resolved quickly.

“

We share basic knowledge about sustainability with our team and explain how our practices affect guest experience. When we provide reasons why these practices matter, staff understand and support our goals. Environmental management requires ongoing education and adaptation; our team regularly attends events and training to stay current on best practices.

”

Elman Thiana, Sustainability Leader



Spa at Munduk Moding Plantation

Other Ongoing Activities

Organising regular sharing sessions on sustainability practices among staff at least once per year

When staff contracts are renewed, managers interview them to assess their understanding of sustainability practices at the resort. If knowledge gaps are identified, staff must attend additional training.

Key Learnings

Make daily measurements the Foundation: Regular daily checks of water usage are central to MMP's conservation efforts, allowing for early leak detection and data-led improvements.

Begin with Practical Incentives: Focusing first on reducing electricity costs provided a financial motivation, which naturally led to wider environmental actions.

Establish Multi-Level Communication: Effective water management relies on strong coordination between departments, ensuring everyone is informed and involved in conservation efforts.

Link Education to Employment: Including sustainability topics in staff evaluations supports ongoing learning and helps maintain engagement in conservation practices.



The pond of Ecological
wastewater treatment facility

Enhancing Waste Management Practices

Waste management refers to the process of collecting, sorting, recycling, and disposing of waste in a responsible way. South East Asia's stunning natural landscapes, from pristine beaches to lush forests, are vital for tourism and local ecosystems. Effective waste management helps protect these environments by reducing pollution, lowering greenhouse gas emissions, and preserving natural beauty for future generations.



Research Local Waste Management Systems

Start by understanding the waste management infrastructure in your area. Each country and region in South East Asia has different facilities and regulations, so it's essential to know what recycling and disposal options are available. Some areas may have advanced systems, while others rely on community-led initiatives. This research ensures your practices align with local capabilities and support existing efforts.



Reduce Waste at the Source

Focus on reducing waste wherever possible. Minimise single-use items like plastic bottles, straws, and toiletries by offering reusable or refillable alternatives. Source supplies in bulk to reduce packaging and choose local vendors to cut down on transport-related waste. Encouraging digital communication over printed materials is another way to reduce paper waste. Check out the Eco-Guide 1 for many tips on waste reduction!



Sort Waste Effectively

Introduce a clear waste sorting system for recyclables (e.g., plastic, glass, metal), organic waste, and general waste. Provide separate, clearly labelled bins in public and staff areas. Partner with local waste collection companies, recycling facilities, or composting initiatives to ensure waste is processed correctly.



Educate Staff and Guests

Staff training is critical to ensure everyone understands the importance of waste management and their role in the system. Create clear guidelines and provide regular workshops to reinforce best practices. Educate guests with signage and brochures that explain how to use the waste bins and why reducing waste is important. Offer incentives, such as discounts or perks, for guests who participate in sustainable practices like using refillable water bottles.

Look for partnerships with local organisations that focus on recycling, upcycling, or waste-to-energy projects. Supporting these initiatives can help divert waste from landfills and provide innovative solutions. For example, bottle caps can be donated to charity organisations that turn them into prostheses or wine corks can be repurposed through artisan projects.

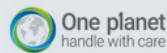


Waste Management Resources



Journey to Plastic Freedom Playbook if you are struggling to reduce plastics, check out the guide with 82 solutions!

The Global Tourism Plastics Initiative's tools and resources page offers a variety of materials to help tourism businesses and organisations reduce plastic pollution. These resources include toolkits, guidelines, and e-learning courses that provide practical advice on eliminating single use plastics, implementing reusable alternatives, and engaging with stakeholders across the value chain.



BUFFET Toolkit is a resource designed to help hotels and food service providers reduce food waste. It offers practical solutions to common challenges, such as managing buffet services, optimising procurement, and proper storage techniques. The toolkit includes step-by-step guidelines, waste mapping methods, and strategies for engaging staff and guests in waste reduction efforts. By implementing these practices, businesses can minimise waste, save costs, and contribute to environmental sustainability.

Follow the Waste Workshop

This workshop helps staff understand the waste journey within the hotel and identify ways to reduce waste.

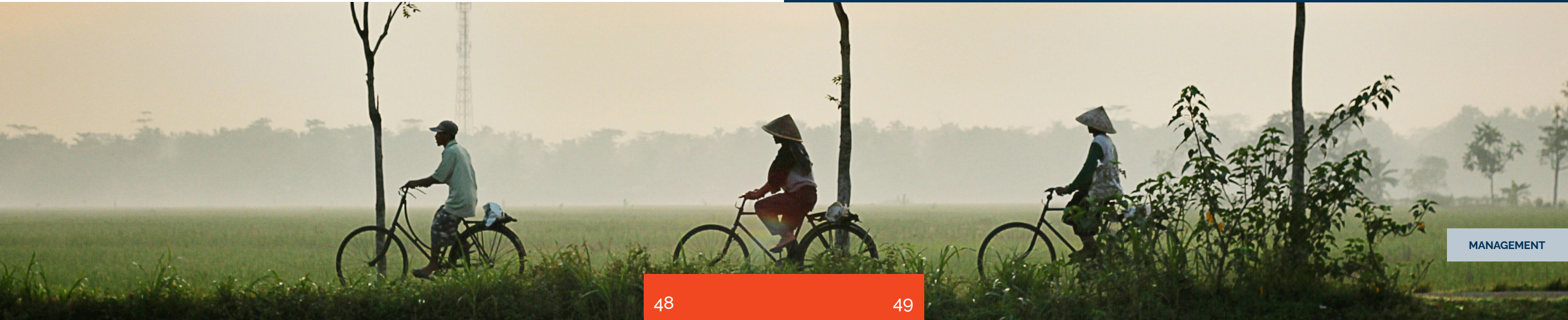
Staff are divided into small groups, with each group assigned a product. The product can be from:

- Food & Beverage – fresh produce, or drinks
- Amenities & Spa – toiletries, or towels
- Boutique – souvenirs, spa products or jewellery and art
- Back of House & Office – paper, printer cartridges, cleaning supplies

The Waste Journey

- Each group follows the journey of their assigned product, considering:
- Arrival – How and where does the product enter the hotel? What packaging is used?
- Movement – How does it move through different departments? How is it used?
- Waste Generation – When and where is waste produced? What type of waste is it (food, plastic, paper, etc.)?
- Disposal – Where does the waste go (hotel bins, recycling, composting, landfill, incineration)?
- Beyond the Hotel – If possible, track what happens after disposal (e.g. landfill impact, recycling success, composting process).

This hands-on approach helps everyone see the full impact of waste and where waste is created - it will help you to set priorities and develop solutions to reduce waste at its source.



Case Study

COMO Metropolitan Bangkok

Urban Luxury Hotel - Bangkok, Thailand

Context:

COMO Metropolitan Bangkok has always done a bit of recycling and some waste segregation. But it was only when the hotel decided to implement two sustainability certifications that they started to implement an in-depth and detailed waste management program. Approved and supported by the sustainability team on-site, their waste management journey started.

The Process

Phase 1: Initial Assessment

The process began with a waste audit, while the Sustainability Coordinator analysed how much waste the hotel produced and the types of waste generated.

The hotel also assessed the waste management company to understand what happened to the waste after collection (how it was separated, and its final destination)

When the original supplier lacked transparency, the hotel switched to a company providing detailed information on recyclable items, transportation methods, collection schedules, and the ultimate destination of the waste.

Phase 2: Implementation

The new supplier visited the hotel to inspect the site and provide guidance on setting up recycling stations and effective waste separation.

They delivered staff training and offered a higher rate for collected recyclable waste. Each department was tasked with setting up waste stations, with department heads responsible for finding space.

Facing challenges due to limited space, some devised creative solutions such as hanging bins on walls or optimising available areas. Departments purchased bins suited to their specific needs and used colour-coded labels for clarity.

The Sustainability Coordinator shared best practices and examples of effective setups. A central waste area was established outside the building for staff to empty their individual bins.

Phase 3: Monitoring

Each department now measures and records the amount of waste it generates, with results shared across the hotel to set targets and track progress.

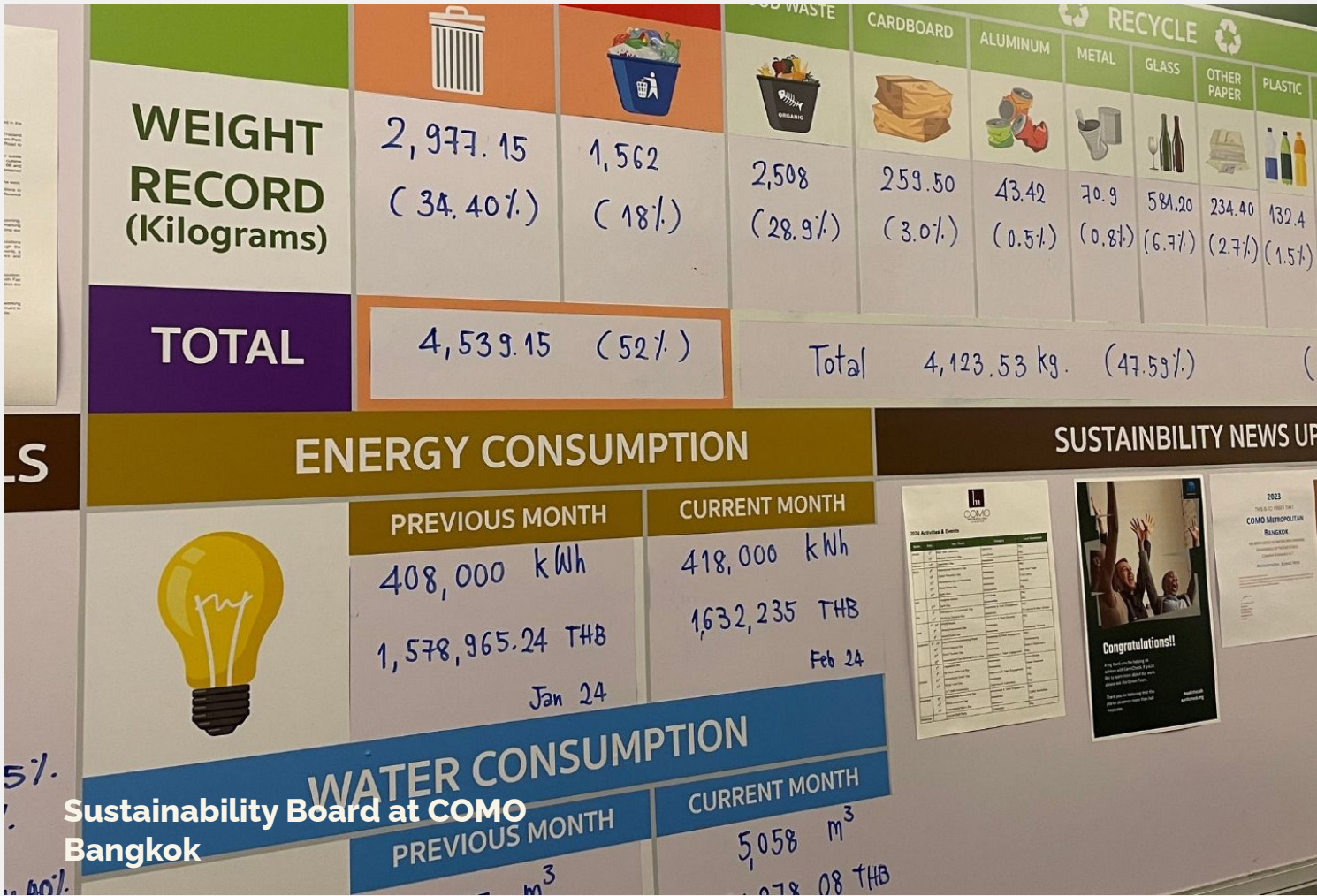
Departments are encouraged to develop their own action plans for waste management, introducing new initiatives with support from the Sustainability Coordinator.

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From the sustainability journey at the workplace, I've learned that effective waste management goes beyond simply providing recycling bins. It is important to have clear communication, ongoing education, and active engagement from the entire team. One key insight is that we should have implemented structured training and regular reminders earlier to ensure everyone fully understood the purpose and system. This experience has shown me the importance of consistency, tracking progress, and fostering a culture of responsibility to achieve meaningful results in waste management.

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Pornphen J. Tragulyai, Deputy Sustainability Champion



Challenges and Solutions

Engaging staff: initially viewing waste segregation as extra work many were reluctant to participate. To address this, The Sustainability Coordinator organized regular training sessions and attended department meetings to make waste management a routine topic. She emphasised the health, environmental impact of waste, focusing on its effects on future generations.

Poor communication: As department heads didn't always pass on information to ground staff, causing continuous training and open communication were prioritised. The Coordinator also monitored the central waste station to ensure compliance and encouraged department heads to take responsibility for their teams.

Key Learnings

Leading by example

It's essential to have one person leading the initiative. A Sustainability Committee can provide support and share the message.

Measurability is essential

It all starts with weighing the waste to understand how much is being produced. Once you have this information, you can set realistic targets.

Start small, but think big

Simple actions, like printing on both sides of a page, are a good starting point. As you progress, look at bigger changes to processes that can have a significant impact.

Have a clear structure

Begin by understanding the current situation and analysing existing processes. From there, you can develop solutions that work.

Staff engagement is crucial

Make sure that information is communicated clearly and that staff understand the reasons behind the changes. Continuous support and sharing of best practices will help keep them motivated.

Certifications can help

Pursue a sustainability certification provided COMO Metropolitan Bangkok with a solid structure and help the team better understand what effective waste management involves.

Choose the right partner

Change the waste disposal company you work with if necessary. Do your research to find the perfect partner that you can trust and that is suitable for your needs.

Outcome

The profits from selling recyclable waste are reinvested into waste stations, staff activities, and community support, making the programme self-sufficient and eliminating the need for large budgets. In 2024, COMO Metropolitan Bangkok was able to divert 48.78% of waste from landfills to incineration plants, an increase of 22.48% compared to 2023.

Tracking and Reducing Carbon Emissions

Rising sea levels, extreme weather, and damage to ecosystems like coral reefs and rainforests threaten both local communities and the tourism industry. For example, coastal resorts may face flooding, and the loss of natural attractions could reduce visitor numbers. By reducing their carbon footprint, hotels can help combat climate change, meet the growing demand for sustainable tourism, and lower energy costs.

What causes carbon emissions (also called CO₂ emissions) come from using energy, transport, food, and materials. Hotels create emissions through things like:

Heating and cooling

Laundry services

Staff and guests travel

Electricity use

Food and drink Waste

What Does Tracking and Reducing Carbon Emissions Mean?

Tracking and reducing carbon emissions means measuring the greenhouse gases created by a hotel's

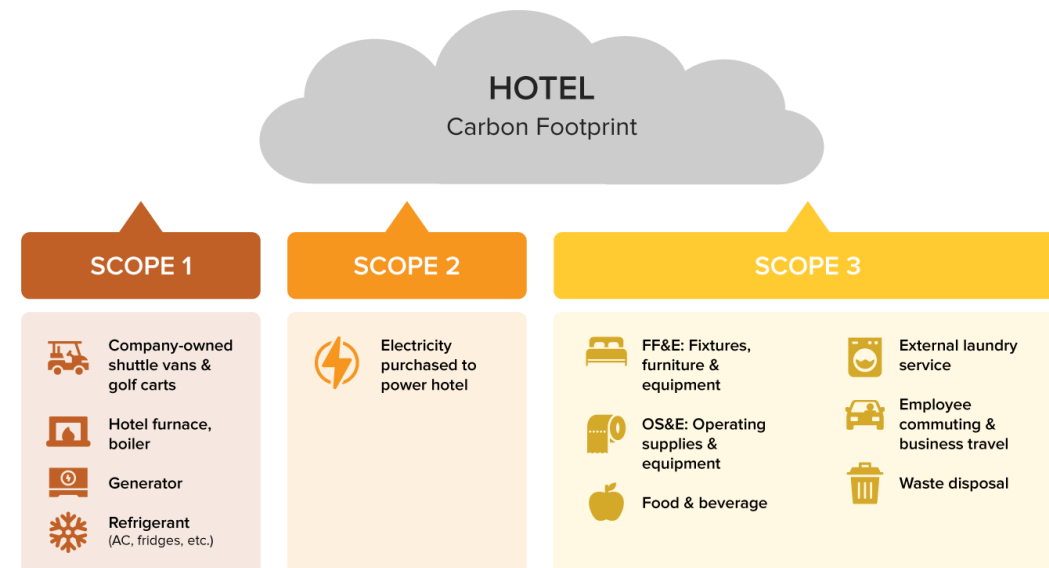
operations and taking action to lower them. Emissions are grouped into three categories:

Scope 1: Direct emissions from activities like using gas boilers, running hotel vehicles, or on-site generators.

Scope 2: Indirect emissions from the energy a hotel buys, such as electricity or district heating.

Scope 3: Indirect emissions from external sources, like goods and services from suppliers, guest travel, or waste disposal.

You can go back to the chapters on energy, water and, waste to find out more about how to track your consumption.



Calculation Company's Carbon Footprint - Sustainable Travel International*
Source

Data Collection

In chapter Environmental Management, we looked at monitoring and measuring energy, water, and waste - this will be a big part of your carbon footprint. Gather information for a full year from e.g., your electricity and water bills or do manual readings from your meters/plant-room.

Measure Your Carbon Footprint

Start by collecting data on energy use, fuel consumption, and waste. Use carbon calculators or specialised tools to measure Scope 1, 2, and 3 emissions. Work with suppliers and other partners to gather data for Scope 3 emissions. You can use [The Utilities Tracker from the World Sustainable Hospitality Alliance](#), which you already know from the chapter on energy efficiency!

Analyse the Results and Identify Key Areas

Review the results to understand where the most emissions are coming from. For example, energy use for air conditioning may be a major contributor in Southeast Asia. Identify high-impact areas where improvements can be made. [Eco-Guide 1.0](#) offers a lot of solutions and expertise on technical appliances and improvements! To make it easier to understand, divide your total emissions by the number of guests, number of guestnights, or number of rooms.

Example:

If your hotel emits 100 tonnes CO₂e in a year and has 5,000 guests, then it's 0.02 tonnes (20 kg) per guest.

Set Goals and Create a Reduction Plan

Set achievable targets, such as reducing energy use by a specific percentage or switching to renewable energy. Create a plan to reduce emissions, which may include installing energy-efficient systems, using local suppliers, and improving waste management.

Tracking Carbon Emissions - Resources

Measuring your CO₂ emissions and calculating your carbon footprint is difficult. If you need a little support, here are some potential partners who can help you.

CARMACAL



Carmacal is an online tool designed to help hotels calculate and manage their carbon emissions and provides detailed reports. It allows hotels to input data on energy use, water consumption, waste also management, and other operational activities.

My Green Butler
conserve together



My Green Butler is a smart sustainability management system designed for hotels and other hospitality businesses. It helps to reduce energy, water, and waste while improving guest experience and lowering costs. The system provides real-time monitoring, practical advice, and interactive tools to encourage staff and guests to use resources more responsibly.

Klappir



Klappir is a company that offers solutions for sustainability and environmental management, including for hotels and accommodation providers. The company provides tools that enable businesses to measure and reduce their carbon footprint, water consumption, and waste. Klappir's platform collects data to track your environmental impact and make suggestions for improving sustainability.

GREENVIEW



Greenview is a software organisation that helps hotels and accommodation providers improve their environmental performance. With the Greenview platform, you can track measure your resource consumption, and calculate your carbon footprint. It also helps you to track your sustainability progress, set targets, and report on your performance.

Wayaj
Earth Friendly Travel



Wayaj is a company that helps hotels and accommodation providers measure their environmental impact, in particular their carbon footprint. The company offers a tool that calculates the amount of carbon emissions caused by hotel operations based on real data and international standards. Wayaj's platform helps your organisation understand your environmental performance, set improvement targets, and reduce your carbon footprint.

BeCause



BeCause helps hotels track carbon emissions by digitising the Hotel Carbon Measurement Initiative (HCMI) methodology, enabling efficient data collection, analysis, and reporting. This integration reduces the time and cost of carbon footprint monitoring and facilitates the adoption of sustainable practices in the hotel industry.

GREENVIEW
Hotel Sustainability Tool



Hotel Footprint Calculator is a free online calculator that uses data from thousands of hotels worldwide and shows the average carbon footprint per room night or per meeting space. This makes it easy for hotels to understand their environmental impact and compare it with others. It's especially useful for corporate clients and event planners who want to choose more sustainable accommodation.



The Sustainable Hospitality Alliance provides a Climate Action Guide that offers practical tools to help hotels reduce their carbon emissions and address climate change. The guide includes resources like a carbon measurement tool to calculate emissions, advice on setting science-based targets, and step-by-step guidance on creating a climate action plan. It also provides best practices, case studies, and strategies for improving energy efficiency, transitioning to renewable energy, and engaging stakeholders to achieve meaningful climate action.

Case Study

The Datai Langkawi

Luxury Rainforest Resort - Langkawi, Malaysia

Context:

The Datai Langkawi has taken significant steps to understand, track, and reduce its carbon footprint. By using digital tools, setting clear goals, and engaging staff and guests, the hotel is creating a data-driven and practical path towards sustainability. The team has assigned responsibilities

Engineering Team: Monitor daily use of electricity, gas, water, and fuel across the property

Sustainability Officer (or designated staff member): Collect, verify, and submit all monthly data into the tracking system (Pantas), ensuring consistency and checking the missing information.

Finance/Procurement Teams: Share purchase records for food and goods. This is especially important for tracking Scope 3 emissions like beef, seafood, or furniture.

General Manager and Department Heads: Review quarterly reports and help make decisions based on the data (e.g., menu changes, technology upgrades."

Step-by-step Approach

Step 1: Daily Monitoring

Electricity and water are tracked manually using digital and manual meters located in different parts of the property.

The engineering staff records daily usage figures by checking the data from meters and equipment.

Fuel consumption for generators or staff transport is also noted daily.

Step 2: Monthly Data Collection

The engineering team compiles all usage data (energy, water, fuel) into spreadsheets monthly.

They also gather utility bills to cross-check the recorded numbers.

The responsible team member enters this data into the Pantas platform, either by uploading invoices for automatic reading (where possible) or by entering figures manually, attaching supporting documents.

Step 4. Manual Review and Approval

A second person reviews the entered data to verify accuracy, including checking meter readings, comparing bills, and confirming entries match the original documents.

Once verified, the data is approved and locked into the system for that month.

Step 4. Quarterly Reporting and Analysis

The hotel uses Pantas to generate a full emissions report each quarter, a breakdown from different sources: energy use, water, waste, fuel, and procurement.

The report highlights any increases or decreases and helps managers understand whether the hotel is on track to meet its targets.

Step 5. Setting Targets and Taking Action

Once emissions are calculated, the hotel sets reduction targets—for example, a 10% reduction in total carbon emissions by 2025.

Pantas helps visualise which areas have the biggest impact. This informs action plans, such as switching to energy-efficient equipment, reducing beef in staff meals, or exploring renewable energy.

Targets are reviewed quarterly to see if the hotel is on track.

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For effective carbon-emission tracking, the organisation must determine how emissions data should be reported. This is especially crucial for Scope 3 emissions, where the calculation and reporting will be based on the type of purchased goods or services.

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Farzana Rosaidi, Sustainability Executive



Challenges and Solutions

Getting the Right Data: One of the biggest challenges was that most procurement data is recorded in spend value, not volume. To accurately track emissions, the team needs data in kilograms. This required manual conversion and supplier cooperation—something they managed successfully with beef, but is still ongoing for other items.

Scope 3 emissions and add such as food purchases or furniture are harder to track. The team worked closely with the procurement department to group products (like beef, seafood, and dairy) into categories. Most purchase data is available in spend value only, which makes emissions tracking less accurate. For some high-impact items like beef, the team was able to get volume data (in kilograms) by working directly with suppliers. This allowed for more precise emissions calculations in those cases. Pantas then uses these product categories to estimate emissions based on available data.

Reducing Beef: After internal health checks showed high cholesterol among some staff, the team saw an opportunity. Beef dishes in the staff canteen were reduced from five to two. This alone cut over 100 tonnes of CO₂. The plan is to eventually replace beef with lower-impact protein options entirely. Guest menus are being reviewed, with a focus on reducing beef in popular dishes without affecting appeal.

Energy Efficiency: Solar panels were considered, but trees block sunlight on many rooftops. Instead, the resort is exploring heat recovery systems, energy-saving lights, and improved HVAC technologies. Staff parking areas may be fitted with solar panels in the future, pending budget and study approvals.

Key Learnings

Data Management: Entering data manually and verifying it is time-consuming, so having full system integration is still in progress.

Clear Priorities: Trying to do everything at once can be overwhelming. The resort learned to focus on the biggest impact areas first, like beef and electricity, and build from there.

Avoiding Offsets: Rather than buying carbon credits, the team decided to focus on real reductions and set internal targets that make sense for their context.



Social Responsibility

Protecting Vulnerable Groups (incl. Labour/
Human Rights) Health & Safety Practices

Engaging Guests in Responsible Practices

Working with our Suppliers

Partnering with Local Communities

The hospitality industry in Southeast Asia is growing quickly, with millions of visitors coming every year to enjoy its beautiful nature, rich culture, and warm hospitality. But with this growth comes responsibility. Hotels, resorts, and guesthouses have an important role to play in building a more fair, safe, and caring tourism sector — not just for guests, but also for local communities and staff.



Protecting Vulnerable Groups - Staff

Your staff is one of the most important stakeholder groups in your hotel - you probably found that out when you did the stakeholder mapping on page 14. They are the ones who directly impact guest experiences, uphold your hotel's values, and contribute to the overall success of your business. Ensuring that your staff is treated fairly, valued, and supported is not only a moral responsibility but also essential for a positive work environment, high employee retention, and exceptional guest service.

A staff wellbeing program is crucial in maintaining a motivated and happy workforce. It helps improve mental and physical health, reduces stress, and increases job satisfaction. When

your employees feel respected and supported, they are more likely to perform better and stay with the company longer. Here are some important aspects to consider when taking care of your staff:

Written Contract: Ensure that all staff have a clear written contract outlining their rights, duties, and expectations.

Annual Leave: Offer fair annual leave to help staff take time off to recharge.

Health Care and Sick Leave: Provide healthcare benefits and sick leave to support staff during illness or injury.

Parental Leave: Ensure staff have access to parental leave for those

welcoming a new child or caring for family members.

Training and Development Opportunities: Invest in staff training to develop their skills and offer career growth opportunities within your hotel.

Fair Pay and Bonuses: Pay staff fairly for their work and consider performance-based bonuses to reward effort and loyalty.

Work-Life Balance: Encourage a healthy work-life balance by offering flexible hours where possible.

Safe Working Environment: Maintain a safe and clean working environment where staff feel comfortable and valued.



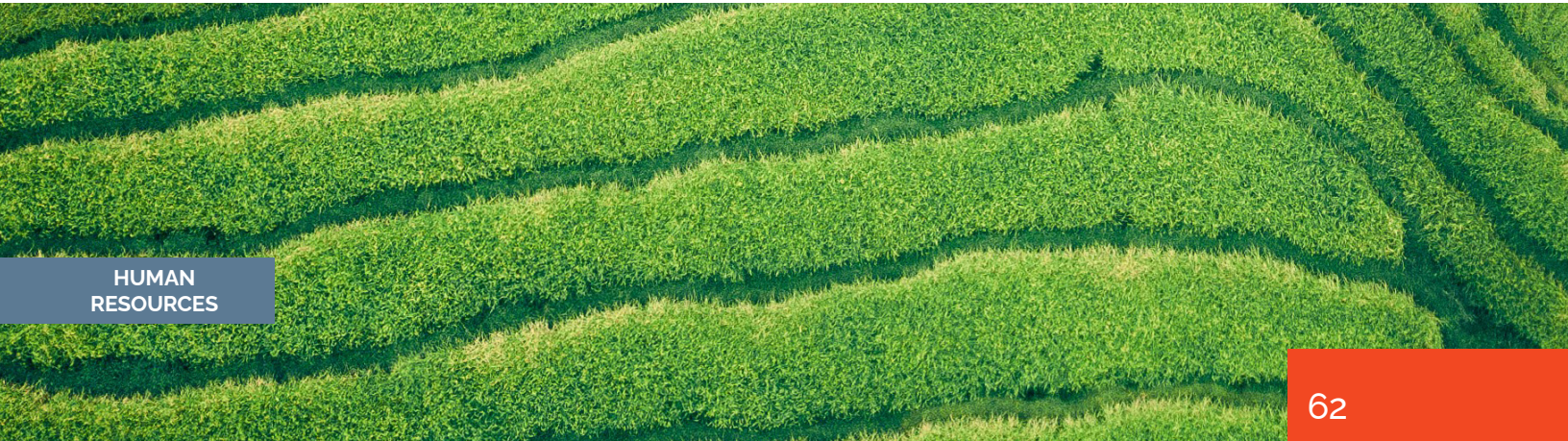
Creating a staff wellbeing program that goes beyond legal requirements shows your commitment to the health, happiness, and development of your employees. Here are some ideas:

Mental Health Support: Offer free access to counselling services or an Employee Assistance Program (EAP) for mental health support. Organise regular workshops or seminars on stress management, mindfulness, and emotional well-being.

Health and Fitness Programs: Provide gym memberships or on-site fitness facilities. Consider organising group fitness classes like yoga, pilates, or mindfulness sessions to promote physical and mental health.

Healthy Eating Initiatives: Offer healthy snacks and meals in staff areas. Providing options like fruit, salads, vegetarian or vegan options, and smoothies can encourage healthier habits throughout the day.

Professional Development: Offer training programs, mentorship, or access to courses that help staff develop their skills and advance in their careers. You could also provide financial support for further education or certifications relevant to their role. Ensure that programmes that are not directly related to their daily work are also supported. General development and training should be recognised.



Human rights refer to the basic rights and freedoms that every person is entitled to, simply because they are human. These include rights such as the right to life, liberty, equality, and the right to work in safe and fair conditions.

For your staff, respecting human rights means ensuring they are treated with dignity and respect, free from discrimination, exploitation, or abuse. It involves providing fair wages, safe working conditions, the right to a voice in the workplace, and access to necessary benefits. Upholding human rights within your hotel not only promotes a positive work environment but also helps to attract and retain talented employees, boost morale, and create a reputation as a socially responsible business. Ensuring that your hotel respects human rights is not just a legal requirement, but also a moral obligation that supports both the well-being of your staff and the long-term success of your business.

A human rights policy is a formal statement by a company or organisation that outlines its commitment to respecting and protecting the human rights of its employees, customers, and other stakeholders. The policy ensures that the business operates in a way that upholds fundamental human rights principles, both within the workplace and in the broader community.

The Content of a Human Rights Policy Typically includes

Commitment to Respect Human Rights: A clear declaration that the company will adhere to internationally recognised human rights standards.

Non-Discrimination: Ensuring equal treatment for all employees and stakeholders, regardless of race, gender, age, religion, or other characteristics.

Fair Treatment: Policies on fair wages, safe working conditions, and freedom from exploitation or abuse.

Freedom of Association: Recognising the right of employees to organise and join unions or engage in collective bargaining.

Health and Safety: Ensuring a safe and healthy working environment for all employees.

Whistleblowing Mechanism: Providing a process for employees to report violations of human rights without fear of retaliation.

Training and Awareness: Committing to educating staff on human rights issues and fostering a respectful workplace culture.



Case Study

Almanity Hoi An Resort & Spa

Boutique Resort - Hoi An, Vietnam

Context:

Almanity Hoi An Resort & Spa has been committed to human rights protection since its opening by establishing the Employee Union and embedding these principles in the employee handbook and throughout the organization's activities.

The Process

Phase 1: Establishing Employee Representation

A labour union with 10 members from different hotel departments operates independently with its own policy, serving as a bridge between staff and hotel management.

Quarterly meetings with all staff enable discussion of their rights and concerns. The union handles staff's complaints while maintaining anonymity with the hotel.

The union collaborates with the city's union for employee and community activities that benefit the surrounding locals.

Phase 2: Developing Clear Complaint Processes

The hotel implemented structured complaint procedures outlining complaint types, resolution timeframes, and submission methods.

Specific training sessions guide employees on how to express concerns, which channels to use, appropriate timelines, and the step-by-step process for escalation.

The procedure and contact information for union representatives are made public through the Employee Handbook, posted in staff areas such as locker rooms and the canteen, and reinforced during orientation sessions.

Phase 3: Building Communication Systems

Union leaders meet with hotel management to share staff requests and concerns, typically receiving responses within 1-2 days.

Hotel managers keep the union updated on government regulations and employment-related news to ensure everyone understands their rights and benefits.

The union organises staff events for public holidays, New Year celebrations, and provides support during difficult times.

“

Seven years ago, I started working at Almanity Hoi An Resort & Spa, where employees can easily and openly share their difficulties. This philosophy laid the foundation for what would become our strong union system. After years, my colleagues elected me to represent them in our employee union. At first, I was nervous, but slowly we built trust with the team by taking full responsibility and handling all concerns on time with clear procedures. What makes me proudest is seeing how our union system has changed the workplace atmosphere. My colleagues now feel confident coming to me with their concerns, knowing that their voices will be heard. For example, the garden team have to work under hot weather, so the union suggested providing electrolyte drinks or vitamin C, which the hotel approved immediately.

”

Mr. Tam – Gardener and Vice President of the Union



Almanity Hoi An team having the Yoga activity

Challenges and Solutions

Accommodating different communication styles and comfort levels among employees. Some staff members prefer speaking directly about issues, while others are more comfortable writing about their concerns. The HR team created multiple communication channels, including physical suggestion boxes for written feedback, QR codes for digital submissions, and direct meetings with union representatives. The CEO holds direct talks with staff twice per year, reinforcing the top-down commitment to human rights and establishing it as a fundamental aspect of the hotel's culture.

Key Learnings

Organisational culture: HR consistently supports human rights through a top-down approach with visible leadership commitment, establishing respect for rights as a fundamental value across the organisation.

Independent representation: The employee union serves as a neutral entity providing crucial support and advocacy for staff while ensuring their concerns are effectively communicated to management.

Multiple communication channels: Recognising that employees have different communication preferences, the hotel provides various channels to ensure everyone can comfortably participate in the feedback process regardless of their position or personal style.

Accessible information: Clear procedures with specific time frames are published in staff areas like locker rooms and canteens, making rights and processes visible, easy to understand, and fostering accountability and trust in the system.



Protecting Vulnerable Groups & Children

Another stakeholder group identified on page 11 might be the local community. Or more specifically, children in the community. Ensuring the safety of children is a critical responsibility for hotels, especially in regions like Southeast Asia, where children from vulnerable backgrounds may be at risk of exploitation or abuse. Protecting both the children of guests and children from the local community is essential in promoting a safe and welcoming environment for all. Hotels have a duty to take proactive steps to prevent harm and create an atmosphere where children are protected from exploitation, trafficking, and abuse, while also ensuring that guests' children are safe and well cared for during their stay.

Why is it Important?

Children, particularly those from disadvantaged backgrounds, are vulnerable to various forms of exploitation, including trafficking, forced labour, and abuse. A hotel's commitment to its safety demonstrates social responsibility and aligns with global human rights standards.

What Can You Do as a Hotel to Protect Children?

Training and Awareness: Train staff to recognise signs of child exploitation or abuse and how to handle suspicious situations. Awareness of local issues, such as trafficking or child labour, is crucial to ensure staff are prepared to take action.

Clear Child Protection Policies and Procedures: Develop and implement a comprehensive child protection policy that includes measures for the prevention of abuse and exploitation, both for the children of guests and those in the community. This policy should be shared with all staff and guests.

Safe Spaces for Children: Create safe areas for children within the hotel, such as child-friendly zones, kids' clubs, or pools with secure fencing and constant supervision. Ensure these areas are well monitored by trained staff. Make sure that your guest rooms are well equipped. Check the height of balcony balustrades and make sure stairs are safe and well-lit.

Collaboration with Local Authorities and NGOs: Partner with local organisations and authorities to address child safety issues, raise awareness, and provide resources to protect vulnerable children. This might include supporting anti-trafficking initiatives or working with child welfare groups.

Visitor Screening: Implement strict screening processes for all visitors to the hotel, ensuring that adults accompanying children are legitimate guardians or parents. Use identification checks and ensure that any suspicious behaviour is reported to the authorities.

Reporting Mechanism: Establish a clear and confidential reporting system for employees and guests to report any concerns regarding the safety of children. Ensure that these concerns are addressed quickly and effectively.

Children Protection-Resources

Here is a list of potential partners and campaigns:



ECPAT International: is a global network that you can partner with to know how to prevent and respond to sexual exploitation of children, join campaigns, and ensure that your practices align with child protection standards in the travel and tourism industry.



The Code: The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism aims to help businesses in the travel and tourism industry, such as hotels, prevent the sexual exploitation of children. It provides clear guidelines for hotels to follow, ensuring they are doing everything they can to stop child exploitation.



ChildSafe Movement: is an initiative aimed at protecting children from exploitation and abuse, especially in the tourism and hospitality sectors. They train local businesses, including hotels, to identify and respond to signs of child abuse, trafficking, and exploitation. You can join the ChildSafe network and provide staff training on child protection. They also offer resources, including educational materials and certification, that hotels can display to demonstrate their commitment to child safety.



Save the Children: is an international organisation focused on improving the lives of children worldwide, with a special focus on education, healthcare, and child protection. They work on a range of issues, including preventing child labour, trafficking, and providing emergency assistance to children in crisis.



Key Questions to Ask as You Move Forward

What is our hotel's current level of awareness and readiness regarding child protection?

What systems or protocols are already in place, and where can we improve?

How can we engage with staff to create a culture of vigilance and care for children's safety?

What practical steps can we take immediately to enhance child protection at the hotel?

Are we creating a welcoming and safe environment for children, not just those of guests but also local children and vulnerable groups?

How can we promote and strengthen partnerships with local and international child protection organisations?

Case Study

The Code

A multi-stakeholder action-oriented initiative led by ECPAT International

Context:

Sustainable tourism means being green, inclusive, respecting local cultures and empowering communities. It also means protecting children and giving them opportunities. Children and youth are nearly always in contact with travel and tourism services, which creates both opportunities and risks that must be addressed. Positioning child protection as an integral part of sustainable tourism development is no longer optional—it's a growing trend and due diligence requirement that leading companies must embrace.

Step-by-step Approach

Assess current risks:

Use the [Code's Risk Assessment Tool](#) to identify risks and impacts on children in your operations and services. This initial assessment will guide your implementation strategy.

Establish a child protection policy and procedures:

Include regulation of the voluntourism involving children (if the business offers voluntourism products) by adjusting to voluntourism policy (resource hub).

Train staff:

Cover the issues related to the children's rights, prevention of sexual exploitation of children and reporting of suspected cases ([resources](#)).

Integrate clauses into contracts:

Include a clause in subcontractor/ supplier contracts or establish a code of conduct for your value chain (service and product providers), setting standards and procedures to protect children from sexual exploitation.

Inform customers and travellers:

Communicate on how to protect children and report suspicious cases ([information and tips for travellers and tourists](#)).

Engage with stakeholders to prevent child exploitation:

Cooperate with authorities, other businesses, communities, law enforcement, NGOs engaged in child protection, and find out how to [engage with children](#) to strengthen sustainable tourism strategies and [develop protective environments](#).

Report annually and communicate:

Present an annual report to The Code and communicate on progress in the implementation of the aforementioned commitments.

Key Benefits of Taking Action

Enhanced brand reputation:

demonstrates commitment to responsible tourism

Competitive advantage:

differentiates your business as purpose-driven

Employee engagement:

creates a sense of belonging among staff

Guest confidence:

reassures families that children are in a safe environment

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Integrating child protection in sustainability measures, along with environmental, cultural, and other social aspects, is essential to building tourism that is truly meaningful to all – tourists, hotels, managers, staff, and most importantly local communities, children , youth.

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Gabriela Kühn - Head of Programme, Child Protection in Travel & Tourism, ECPAT International



Challenges and Solutions

High staff turnover affects training consistency. Implement own e-learning platforms or use The Code e-learning platform that new staff can access anytime, and combine online modules with tailored in-person training.

Lack of awareness of how to act upon identified risks and impacts on children, and implementation in the operations and services. Use the Code's Risk Assessment Tool as a starting point and access technical assistance and consultation services. Protecting children reinforces a sense of belonging and pride among the employees, as they feel they can make a change and are part of a purpose-driven company.

Limited local legal frameworks for the travel and tourism industry. Go beyond compliance with voluntary industry standards and advocate for stronger policy frameworks in your destination.

Reluctance to report suspicious situations. Reporting a suspected case does not mean "accusing" a person, but flagging a suspicion for investigation by authorities to protect the child. It should shift the narrative about the sexual exploitation of children from a taboo topic to a positive example of proactive prevention measures to protect children. To overcome this reluctance, hotels should provide trainings that focus not only on knowledge, but also skills and attitudes needed to act.

Health & Safety Practices

Health and safety in hospitality means creating a safe and secure environment for all the stakeholders affected by your operations. Go back to the stakeholder mapping (page 11) to understand who they are!

Why is it Important?

For Staff : Often handle heavy equipment, work long hours, and use cleaning chemicals. Proper training, protective equipment, and safe working conditions help prevent injuries and long term health issues.

For Guests: Expect a safe stay, free from risks such as food poisoning, fire hazards, or accidents. Good health and safety practices protect their well-being and ensure a positive experience.

For Business: Following health & safety regulations prevents legal issues, fines, and reputational damage. A safe environment builds trust with guests, staff, leading to better reviews, customer loyalty.

For the Planet: Don't forget, the planet is also an important stakeholder! Safe and responsible use of chemicals, waste disposal, and fire prevention measures help protect the environment. Sustainable health and safety practices reduce pollution and conserve natural resources.



How to Make Your Hotels a Safe and Risk Free

Start with a Risk Assessment - we will explain this in more detail on the next page!

Develop a Health & Safety Policy covering fire safety, food hygiene, workplace safety, emergency procedures, and other topics, which might be relevant to your business.

Provide health and safety training for all employees, including fire drills, first aid, and proper handling of cleaning chemicals. Make sure to regularly conduct refresher courses to keep staff updated.

Provide protective equipment for staff where necessary (e.g., gloves, non-slip shoes, proper lifting techniques).

Monitor staff working hours to prevent exhaustion and stress.

Offer mental health support and employee well-being programmes.

Check fire alarms, emergency exits, and first aid kits regularly.

Provide clear safety instructions in guest rooms (e.g., emergency exits, fire procedures).

Choose eco-friendly cleaning products, pesticides, and fertilisers to reduce harmful chemicals.

Ensure safe waste disposal and proper handling of hazardous materials.

Appoint a Health & Safety Officer to oversee and update procedures.

Encourage staff and guests to provide feedback on safety concerns.

Be aware that guests might have different needs: Hotels must ensure that all emergency systems are fully accessible. Fire alarms should include both audible and visual alerts, such as flashing lights, to assist deaf guests, while vibrating pillow or bed alarms can provide extra safety during the night. Clear, tactile, and Braille signage should be placed along escape routes to guide visually impaired guests, and staff should be trained to assist those who need support evacuating.

Emergency exits must be wheelchair accessible, with clear pathways and refuge areas where guests with mobility challenges can wait for assistance. Providing an emergency plan tailored to different needs and ensuring that staff are aware of these measures helps create a safer environment for all guests.

Risk Assessment

Train staff to A risk assessment is a process used to identify potential hazards, evaluate the level of risk, and put measures in place to prevent accidents or harm to guests, staff, and the business. A risk assessment helps you create a safe environment by reducing the chance of accidents, legal issues, and reputational damage. It ensures compliance with health and safety laws, protects guests and employees, and helps the hotel operate smoothly without unexpected disruptions.

Risk Assessment Matrix

A risk assessment matrix helps evaluate the likelihood and severity of risks. Here's an example:

Likelihood / Severity	Minor (Little to no harm)	Moderate (Injury or disruption)	Major (Serious harm or major damage)	Critical (Severe injury or fatality)
Unlikely (Rare occurrence)	Low Risk	Low Risk	Medium Risk	High Risk
Possible (Could happen sometimes)	Low Risk	Medium Risk	High Risk	Very High Risk
Likely (Happens regularly)	Medium Risk	High Risk	Very High Risk	Critical Risk
Certain (Will happen)	High Risk	Very High Risk	Critical Risk	Critical Risk

Climate Change & Extreme Weather – Rising temperatures, changing weather patterns, and their impact on operations.

Severe Weather Conditions – Storms, heavy rain, flooding, hurricanes, typhoons, and how they affect guest safety and infrastructure.

Water Scarcity & Quality – Ensure a reliable water supply and safe drinking water for guests and staff.

Energy Supply & Efficiency – Power outages and reliance on non-renewable energy sources.

Waste Management & Pollution – Proper disposal of food waste, plastics, and hazardous materials.

Biodiversity & Local Ecosystem – Hotel operations do not harm surrounding wildlife and habitats.

Staff Shortages & Labour Issues – understaffing, employee burnout, and unfair working conditions.

Accessibility & Inclusivity – Ensure facilities are accessible for guests with disabilities.

Cybersecurity & Data Protection – Protect guest and business data from cyberattacks, fraud, and breaches.

Crisis Management & Pandemics – Prepare for health crises like COVID-19 or future outbreaks.

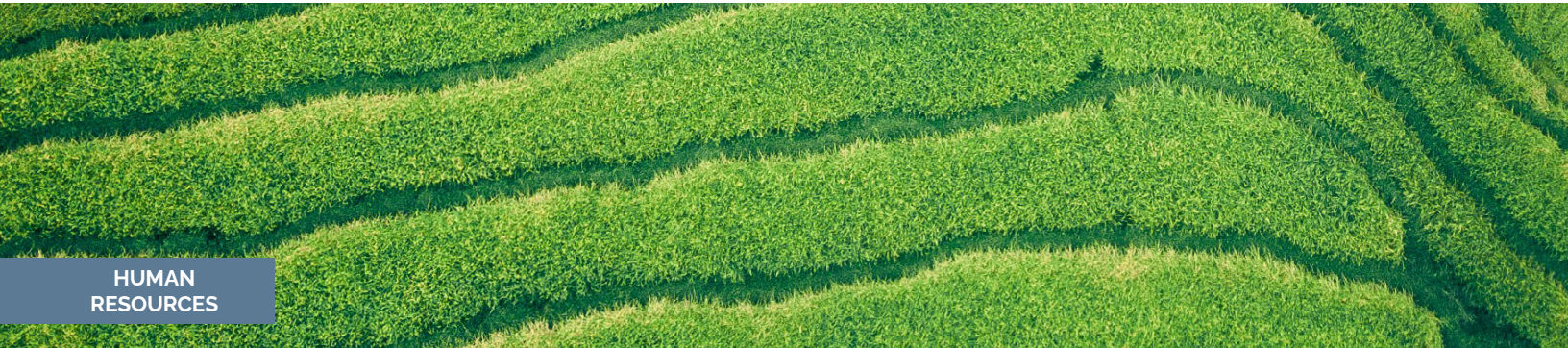
Legal & Regulatory Compliance – Follow local and international hospitality laws, including labour rights and sustainability regulations.

Ethical Supply Chain & Procurement – Ensure suppliers follow fair trade, human rights, and environmental standards.

Corruption & Fraud Prevention – Avoid bribery, fraud, and unethical business practices.

Guest Complaints & Reputation – Handle negative reviews, customer disputes, and PR crises.

Insurance & Financial Stability – Ensure the hotel is covered for potential risks like property damage, business interruptions, and liability claims.



HUMAN
RESOURCES

Health and Safety Policy



[Link to the Guiding Questions](#)

A Health & Safety Policy for a hotel is a written document that explains how your business keeps staff, guests, and children safe from harm. You can use the risk assessment (page 47) to develop the content of your health& safety policy. It shows your commitment to creating a safe environment and tells everyone what to do to prevent accidents, injuries, and health risks.

It's a clear plan that:

- Protects staff while they are working.
- Keeps guests safe during their stay.
- Prevents harm to children, both those who visit as guests and those in the local community.
- Helps everyone know what to do in case of an emergency.
- Makes sure the hotel follows local laws, practices.

1. Statement of Commitment

A short paragraph from the hotel owner or manager saying:

- You care about the health & safety of everyone.
- You follow all safety laws and keep improving.
- Everyone must help create a safe place.

2. Responsibilities

- Explain who does what:
- Who is in charge of health & safety?
- Who checks for risks and keeps records?
- What do staff need to do (e.g., report problems, follow safety rules)?
- Who is trained in first aid or child safety?

3. Arrangements

Explain how you keep people safe, this can include:

- How you check for fire hazards, broken equipment, or unsafe areas
- How you train staff on safety, including child protection
- What to do if someone gets hurt or there's an emergency
- How to keep children safe (e.g., not leaving them alone, spotting risks of exploitation)
- How to keep kitchens, pools, rooms and work areas clean and safe.



Case Study

Cassia Cottage

Boutique Beach Resort - Phu Quoc Island, Vietnam

Context:

Since 1999, Cassia Cottage has quietly pioneered green hospitality in Phu Quoc. Before sustainability became a trend, the resort prioritised guest and environmental health through natural cleaning methods, chemical-free gardens, and the use of well water, instead of relying on chemical pesticides. The hotel integrates its eco-friendly processes into daily operations, including biodegradable soap for laundry and pest management in the garden.

Daily Implementation

Five full-time gardeners inspect the grounds daily to remove stagnant water, fallen fruit, and decaying matter that attract pests while maintaining fish ponds that support natural predators like frogs, geckos, and birds from mosquitoes and insects.

Outdoor lights are limited to key areas and turned off after hours to avoid attracting insects and disturbing wildlife cycles, while maintaining a natural ecosystem where beneficial species can thrive.

Staff remove mosquito breeding areas & mosquitoes manually every day, and electronic traps run only from 4:30 to 7:30 pm during peak breeding times.

They use chemical-free ant control like hot water and natural repellents (cassia oil mixed with water & vinegar) in problem areas like the yoga shala, daily.

The resort's approach to integrated pest management was developed with input from the IPM Institute and Dr. Thomas Green.

Health and Safety Outcomes

Reduces staff exposure to toxic chemicals, improving long-term wellbeing.

Creates a safer outdoor environment for guests (fewer bites, less allergic reaction risk).

Supports biodiversity and climate resilience, essential in extreme weather events.

Builds awareness and accountability among staff, aligned with broader risk and safety culture.

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At Cassia, Sustainability is the way we've always done things. From natural pest control to staff training in non-toxic practices, our commitment is to care for both people and the planet.

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Mark Barnett, Owner

Sustainability practices in Cassia Cottage hotel





Challenges and Solutions

Natural pest control complexity: Managing pests without chemicals requires constant vigilance, particularly controlling ants in yoga studios and open spaces.

Staff Education: Overcome the staff mindset that favours quick chemical solutions by explaining natural approaches that require more time and human resources. HR provides sustainability training when staff initially join the company, with specialised training for housekeeping and gardening teams. Regular updates keep all staff informed about operational priorities, with leadership actively demonstrating commitment to these practices.

Key Learnings

Ecosystem-based management: Proactive ecosystem management by eliminating breeding grounds and fostering balanced biodiversity proves more effective than reactive chemical treatments. This holistic approach requires understanding how to maintain the entire system, both inside facilities and in the surrounding environment.

Leadership Commitment: Sustainable practices must be championed by leadership that embody the core values personally. Besides the resort's long-term vision, they inspire staff to embrace these practices despite their additional effort.

Engaging Guests in Responsible Practices

Guest engagement in sustainability refers to actively involving hotel guests in eco-friendly and socially responsible practices during their stay. This approach not only educates guests about the hotel's environmental and social initiatives but also encourages their participation, fostering a sense of shared responsibility.

According to a 2024 report by Booking.com, 83% of travellers confirm that sustainable travel is important to them! This indicates a significant demand for responsible travel options. By effectively communicating your sustainability initiatives, you can attract these conscientious travellers, enhance guest satisfaction, and build a loyal customer base.

It's essential to make sustainable choices the default option, as human habits often favour the path of least resistance. For instance, setting room thermostats to an energy-efficient temperature by default or automatically enrolling guests in linen reuse programs can lead to significant environmental benefits. By simplifying eco-friendly choices, you can effectively guide guests towards more sustainable behaviours without requiring extra effort on their part!

Opportunities to Engage your Guests in Sustainability

Communication Throughout the Guest Journey: Begin by highlighting sustainable practices during the booking process, such as offering digital check-ins to reduce paper use. During their stay, provide information on in-room energy-saving measures and encourage towel and linen reuse. After departure, send surveys asking for feedback on the hotel's sustainability efforts, demonstrating that guest opinions are valued and considered.

Collaborating with Social Enterprises and NGOs: Partner with local organisations to offer responsible excursions, like guided nature walks led by conservation groups or visits to community-run craft markets. Recommend shops that sell fair-trade or locally sourced products, ensuring that guest spending supports the local economy and ethical practices.

Hosting Local Artists and Cultural Workshops: Invite local artisans to showcase their crafts within your hotel, offering guests the chance to participate in workshops on traditional arts, such as pottery or weaving. This not only enriches the guest experience but also supports local culture and provides artisans with a platform to sustain their livelihoods.

Encouraging Guest Participation in Sustainable Actions: Place clearly labelled recycling bins in guest rooms and common areas to promote waste separation. Install informative signs in gardens detailing local biodiversity, encouraging guests to appreciate and protect the natural surroundings. Provide guidelines on cultural norms and respectful behaviours to ensure guests interact considerately with the local community.

Offering Sustainable Food and Beverage Choices: Offer locally sourced, organic, and plant-based menu options in restaurants and room service. Prioritise seasonal ingredients and work.

Case Study

Sarinbuana Eco Lodge

Boutique Jungle Resort - Bali, Indonesia

Context:

Operating for nearly 20 years, the Sarinbuana Eco Lodge has cultivated an authentic model that integrates community engagement, environmental education, and cultural immersion into every aspect of the guest experience, where the community comes to the guests, rather than guests simply visiting the community.

Activities with Guests

Community Workshops at the Lodge

The lodge has established partnerships with approximately 20 freelance local artisans, skilled community members who conduct workshops directly at the property and offer guided walks of the nearby area.

Workshop offerings include traditional Balinese weaving with coconut leaves, stone and wooden carving, bamboo flute making, traditional medicine preparation, Indonesian cooking classes, and Balinese costume experiences.

The lodge acts as a facilitator, handling all administrative tasks including booking, scheduling, and payments.

Many workshop leaders don't speak English, so the lodge provides translators when needed, ensuring authentic knowledge transfer while maintaining accessibility for international guests.

Garden-to-Table Integration

The lodge maintains an extensive garden with over 100 edible and useful plants, which serves as both an educational tool and a source for the restaurant. Garden tour experience includes:

Free one-hour educational tours with the lodge gardener

Explanation of permaculture practices and composting systems

Identification of plants used in traditional medicine and cooking

Demonstration of seed saving and food preservation techniques

Restaurant connection: In the evening, the restaurant features a special dish incorporating ingredients from the garden. Chefs and servers explain the Indonesian cuisine and highlight garden ingredients, creating a direct connection between the educational garden tour and the dining experience.

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The location alone sets it apart from anywhere we've ever stayed, it's a true immersion in nature amongst stunning sacred rainforest where you will come across spiders, geckos, ants, mosquitoes, and other bugs. We did the walking package, which is an amazing value for the experiences and activities that are included. Our guides were so informative, and we learnt lots. One of our biggest highlights was the restaurant and the quality of the food and drinks. All food is locally grown, and we definitely noticed

//

Guest Feedback - May 2025

Guests join a handicraft workshop with a local artisan



Outcome

Guest Engagement Results: Strong word-of-mouth promotion with many bookings from guest recommendations. High return visitor rate: 15-20% of guests have stayed at the lodge multiple times.

Challenges and Solutions

Initial guest expectations: Some guests arrive without fully understanding the eco-lodge concept. The comprehensive website created an active 72 pages that include detailed explanations about living with nature (for example, “there will be insects in the rooms”), clear descriptions of the rustic, authentic experience, information about community workshops and cultural immersion activities, and honest communication about the remote location and natural environment.

Balancing sustainability with business viability: The pressure to implement perfect sustainable practices from day one can create overwhelming barriers for new businesses. The lodge advocates for gradual improvement and honest communication about areas for development, emphasising that economic sustainability is essential for long-term environmental and social impact, and also transparently communicates with guests throughout the years.

Key Learnings and Recommendations

Start with Community Integration: Working with local people as much as you can is fundamental. Hire locally, even if it requires additional training time. Local staff bring invaluable community connections and cultural knowledge.

Educate Through Experience: Create multiple touchpoints for learning - from pre-arrival website education to hands-on workshops to garden-to-table dining experiences. Layer educational opportunities throughout the guest journey.



Working with Suppliers

 [Link to checklist](#)

Supplier Code of Conduct

A Supplier Code of Conduct is a set of guidelines that outlines the ethical, social, and environmental standards a business expects its suppliers to follow. It typically covers areas such as fair labour practices, responsible sourcing, environmental sustainability, and business integrity, ensuring suppliers align with the company's values and sustainability goals.

The objective of a Supplier Code of Conduct is to ensure all suppliers understand and follow your hotel's ethical and sustainability standards. Once developed, it should be shared with suppliers annually, ideally in their local language to ensure clarity. Where possible, setting up a meeting to explain its content helps reinforce its importance and allows suppliers to ask questions. Suppliers should be asked to sign the document, confirming their commitment.

To strengthen compliance, the code can also be included as an addendum to supplier contracts.

Example Supplier Code of Conduct

At [Hotel Name], we are committed to operating responsibly and sustainably. We expect our suppliers to uphold the same high standards in ethical business practices, human rights, and environmental responsibility. This Supplier Code of Conduct outlines our expectations and must be followed by all suppliers and their subcontractors.

Human Rights and Labour Conditions

- Suppliers must respect and uphold internationally recognised human rights.
- Employment must be freely chosen—forced, bonded, or child labour is strictly prohibited.
- Working hours must comply with local labour laws, employees must receive fair wages , benefits.
- Employees must have the right to freedom of association and collective bargaining.

Equality

- Suppliers must ensure equal opportunities for all employees, regardless of gender, race, religion, disability, or background.
- Gender-based discrimination, harassment, or violence in the workplace will not be tolerated.
- Fair pay and career development opportunities must be provided equally to all employees

[...]
By signing below, the supplier agrees to adhere to this Supplier Code of Conduct.

Supplier Name:

Representative Name:

Signature:

Date:

Consider which topics are important to your business and add additional points

Supplier Assessment

A good way to assess your suppliers is to check whether they have sustainability certification!



Food & Beverage

- Fairtrade International – Fair wages and ethical sourcing for farmers and workers.
- Rainforest Alliance – Sustainable farming that protects forests, biodiversity, and workers' rights.
- USDA Organic / EU/Organic / JAS Organic – organic food production with no synthetic pesticides or fertilisers.



Linen

- OEKO-TEX Standard 100 – Textiles are free from harmful chemicals and safe for human use.
- GOTS – Organic cotton and other natural fibres, ensuring sustainable and ethical production.
- Fairtrade Cotton – Fair wages and sustainable cotton farming.



Chemicals and Cleaning Products

- ISO 14001 – Environmental responsibilities, reducing waste and pollution.
- EU Ecolabel – Environmentally friendly cleaning products.
- Green Seal – Eco-friendly cleaning and hygiene products.
- Cradle to Cradle Certified™ – Safe products for people and planet throughout their lifecycle.



Hygiene Products / Toiletries

- RSPO – Palm oil in hygiene products is sourced sustainably.
- FSC - sustainable paper products like tissues and toilet paper.
- Nordic Swan Ecolabel – eco-friendly personal care and hygiene products.
- Ecocert COSMOS Organic – Natural and organic cosmetics and personal care products.

If your suppliers do not have sustainability certification, you can create a Basic Sustainability Assessment. This can be based on your Supplier Code of Conduct.

Human Rights and Labour Conditions

- Do you comply with local and international labour laws? (Yes/No)
- Do you have policies to prevent child labour, forced labour, and human trafficking? (Yes/No)
- Do you ensure fair wages and working hours according to local laws? (Yes/No)
- Do employees have the right to join a union or engage in collective bargaining? (Yes/No)

Equality

- Do you have a policy promoting equal opportunities regardless of gender, race, religion, or disability? (Yes/No)
- How do you ensure gender equality in hiring, pay, and promotions? (Open response)
- Do you have a policy against workplace harassment and discrimination? (Yes/No)
- Add additional questions, which are important to your business and your context!

Case Study

Jetwing Kaduruketha

Agro eco-luxury resort - Wellawaya, Sri Lanka

Context:

Rice farming has been a cornerstone of Sri Lankan agriculture for over 2,500 years. However, modern challenges have placed significant burdens on small-scale farmers. Many do not own the land they cultivate and must borrow money each season to cover expenses. Unexpected events such as poor harvests, storms, or rising costs of pesticides and fertilisers often leave them trapped in cycles of debt. In Wellawaya, Jetwing Kaduruketha has sought to change this system by forming sustainable partnerships with local farmers, ensuring financial stability while promoting organic and traditional farming practices.

Step-by-step Approach

Step 1: Introducing a Sustainable Partnership

Jetwing Kaduruketha owns 50 acres of traditional paddy land that has been cultivated for generations. Instead of hiring farmers as employees, the hotel established a partnership model.

Farmers receive seed money per acre, per season, without any obligation to repay it.

At harvest, the yield is split 50/50 between the farmers and the hotel.

This ensures that farmers are not burdened by debt if an unexpected disaster affects their crops.

Step 2: Providing a Reliable Market for Farmers

The hotel directly purchases rice from the farmers, ensuring a stable income.

Any excess stock is sold to other hotels within the Jetwing family at a small markup, compensating for the initial seed money provided.

Step 3: Encouraging Sustainable and Organic Farming

Modern rice farming heavily depends on expensive pesticides and fertilisers. Jetwing Kaduruketha works closely with local farmers on integrating traditional, sustainable, and organic farming techniques.

Farmers were incentivised financially to transition towards

organic farming, ensuring long-term environmental and economic benefits.

Step 4: Engaging the Community in the Process

Regular community meetings and daily interactions ensure that farmers have a voice in the process.

Traditional farming knowledge is incorporated into modern sustainable practices.

This collaborative approach fosters trust and a sense of ownership among farmers.

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Success in sustainability isn't about imposing solutions, but about working together to co-create them with those who are impacted.

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Sashika Kaluwahewa, Sustainability Manager

Arachchi Dwellings room view offers intimate agro-luxury



Challenges and Solutions

Resistance to Change: Farmers were initially hesitant to move away from pesticide-dependent farming methods. Many had concerns about the potential loss of income due to lower yields in the early stages of organic farming.

Breaking the Debt Cycle: Since borrowing money for farming had been a long-standing practice, shifting to a model that did not require loan repayments was unfamiliar and required trust-building.

Key Learnings and Recommendations

Incentives Encourage Change: Farmers were more willing to adopt organic methods when financial support and guaranteed markets were provided.

Building Strong Relationships Takes Time: Consistent informal engagement, rather than through formal meetings, created a more effective and trust-driven collaboration.

Sustainability is a Community Effort: Involving farmers in decision-making processes ensured they felt empowered and invested in the success of the initiative.



Case Study

Minor Hotels

International Hotel Group – Headquarters based in Bangkok, Thailand

Minor Hotels has developed a clear and structured approach to responsible purchasing and supply chain management. This began with stakeholder mapping (see page 12), which helped the group understand the risks and priorities within its supply network. A group-wide responsible purchasing policy was then created, forming a consistent foundation across all hotels. This central policy is tailored locally, allowing individual hotels to work more effectively with suppliers on the ground. The goal is to build long-term, ethical relationships while reducing environmental and social risks.

The Process

Step 1: Risk Assessment

The company first identifies the highest-risk suppliers, such as those involved in seafood sourcing. These suppliers are prioritised for further engagement and monitoring.

Step 2: Code of Conduct

A supplier code of conduct is developed, translated into local languages, and shared with suppliers. It outlines clear expectations in areas such as labour rights, environmental practices, and transparency.

Step 3: Meetings and Explanation

Purchasing managers meet suppliers in person to explain the code, its purpose, and the importance of compliance. This step helps build mutual understanding and encourages cooperation.

Step 4: Supplier Evaluation

Using a checklist and scorecard, suppliers are audited annually. If serious issues are found, they are given six months to improve.

Step 5: Ongoing Support and Review

Suppliers are supported throughout the process, with regular reviews and feedback. This makes it easier for them to adjust and provide improved services.

Challenges and Solutions

Many local suppliers are unfamiliar with international standards or codes of conduct, and initial resistance is common. Cultural and language barriers also make it difficult to explain expectations clearly. In some cases, suppliers lack the capacity or resources to make quick changes. To address these issues, Minor Hotels focuses on education and open dialogue. Rather than simply enforcing rules, the group works to find common ground. By going to the suppliers and holding inclusive discussions, rather than issuing demands from an office, the process becomes more collaborative and effective.

Key Learnings

Through this approach, Minor Hotels has learnt that building strong supplier relationships requires time, patience, and mutual respect. Explaining expectations in person, in a language the supplier understands, helps to build trust and transparency. Flexibility within a clear framework allows suppliers to improve gradually while still meeting core standards. Making the process inclusive, respectful, and consistent has been essential to its success.

Partner with Local Communities

Creating a meaningful partnership or Corporate Social Responsibility (CSR) project with a local community requires a thoughtful and collaborative approach.

A partnership or project is only successful when it is truly community-led. Listening, building trust, and fostering collaboration ensure that initiatives are relevant and beneficial. By involving the community at every step, your hotel can create meaningful change that lasts.

Work With, Not Around, the Community

Instead of imposing solutions, it is essential to involve community members in every stage of decision-making. Their insights and experiences provide valuable knowledge that ensures projects are relevant, effective, and sustainable. By actively listening and creating space for dialogue, businesses can build trust and foster a sense of shared ownership. Respecting local traditions, customs, and ways of working is equally important, as it demonstrates a genuine commitment to the community's well-being.

Opportunities to Engage your Guests in Sustainability

Research and Identify the Right Partners

- Understand the key organisations, groups, and leaders within the community.
- Look for partners who align with your hotel's values and CSR goals.
- Prioritise long-term partnerships over one-time contributions.

Identify and Understand Community Needs

- Engage with local stakeholders to learn about their challenges and aspirations.
- Avoid assumptions—listen actively to what the community truly needs.
- Focus on sustainable solutions that provide lasting benefits.
- Respecting and aligning with local and international policies is also crucial. Child protection policies, gender equality, waste management, and environmental policies must be upheld to ensure ethical, responsible, and inclusive initiatives.

Implement a Reporting System

- Keep clear records of activities, progress, and outcomes.
- Share updates with stakeholders, including the community, hotel teams and your guests.
- Use transparent reporting to maintain accountability and trust.

Establish a Process for Feedback and Review

- Create open channels where community members can share their thoughts.
- Regularly assess the progress and impact of the CSR initiatives.
- Be open to adjusting the approach based on community input.

Case Study

Raya Heritage

Mae Klang Luang village, Thailand

Raya Heritage Hotel created a unique excursion programme for guests by partnering with Nu's family, local organic farmers who support the Karen hill tribe community in Mae Klang Luang. The aim is to offer an authentic local experience while promoting sustainable farming practices. The hotel recognised the need for such a programme based on the interests and requests of their guests.

The Process

Step 1: Initial Assessment and Planning

During the hotel's pre-opening phase, the team conducted several surveys of the route by visiting the village and evaluating potential local community partners.

Managers developed the programme in alignment with the hotel's core values, considering its benefits for both staff and the local community.

After selecting a key local partner who had established an organic farm, the hotel designed a pilot programme that included visits to preserved natural areas, local food purchases, and learning about traditional crafts.

The local partner and the committee agreed on pricing for each service offered.

Step 2: Pilot Programme Development

Managers experienced the tour personally, then offered it to guests as a trial before its official launch.

Two local tour guides were trained to lead the new programme, with annual updates provided to maintain the hotel's standards.

Guest feedback was gathered through satisfaction surveys following each visit.

Step 3: Community Relationship

The hotel maintained close collaboration with the local committee for guidance, approval, and ongoing updates.

Bi-annual meetings were held to discuss and address any issues, such as repairs to pathways, fallen trees, or the upkeep of public toilets.

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A Day of Eco Valley program is an exclusive excursion program that connect our guests with local community, not only Nu's family but also the Karen village in Mae Klang Luang for economic distribution, culture, and nature sharing.

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Suwaree Phongsuwareeyakul, Ton



Raya Heritage team and local guide visit Nu's family for a site-inspection

Outcome

Since 2018, Raya Heritage has sent 534 guests on 70 trips, generating approximately 200,000 Baht (5,800 USD) in revenue for the local community.

Challenges and Solutions

Seasonal conflicts: During the peak tourist season, which coincides with the community's harvesting period, scheduling conflicts arose. The hotel respects the local partners' schedules and ensures they are not required to accommodate guests if it interferes with their agricultural work. This is managed through clear communication, such as direct phone calls to the local partner and quarterly in-person meetings.

Destination over-tourism: Some tourism destinations have become more crowded over time. As a private excursion, tour guides must also monitor when local destinations are most crowded and maintain flexibility in communicating with both guests and the local committee in advance.

Guest Feedback: Some guests had expectations that did not align with the authentic local experiences offered. To address this, hotel staff inform guests about the excursion programme during booking, emphasising respect for the local community's way of life and appropriate attire. Regular inspections are carried out to address any issues, such as sustainable practices (e.g., using leaf food containers), while feedback is collected to maintain service quality.

Key Learnings and Recommendations

Trust-based partnerships: Allowing the community to set prices and lead decision-making to build sustainable relationships, maintain mutual respect. Authentic experiences: Respecting local daily life and culture by listening to the local partner and finding a balance that worked for both parties to create more meaningful guest experiences

Open Communication: Regular meetings and feedback sessions with a local partner and the local committee are essential for continuous improvement

Balanced approach: Finding harmony between tourism demands and community needs requires flexibility and mutual understanding

Conclusion

This guide offers available tools and resources to support you on the sustainability journey, which takes time and careful planning. Start by reading the guide thoroughly and then focus on setting clear priorities for your business. Sustainability is about continuous improvement, not perfection. You don't need to do everything at once; start small and build gradually. Building sustainability requires a strong foundation. It's essential to identify key responsibilities within your organisation. This isn't the work of a single person—it requires a team effort. While one person or department should take the lead and manage the overall process, the work needs to be shared across different teams and roles.

Once responsibilities are clear, align your priorities and create a practical plan. Consider your business cycles, such as high and low seasons, when planning implementation. Think long-term - sustainable changes can be adapted to fit your specific circumstances with a clear plan to keep you organised and focused.

Monitoring and assessment are key steps you should never overlook. Regularly check whether your efforts are working and celebrate successes, but also be honest if some actions aren't effective. Adjust your approach when needed and don't hesitate to seek expert advice. Remember, sustainability is about collaboration; by working together, we can find better and more effective solutions.

Finally, use this guide as inspiration rather than copying everything exactly. Every business is unique, and the best solutions are tailored to your specific context, resources, and goals. Step by step, with patience, teamwork, and clear focus, you can make a real and lasting difference for your business, your community, and the environment.



