

Transforming tourism through sustainable procurement

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Transforming
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Acknowledgments

Author: Claire Thiebault

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1.

Transforming the tourism value chains to low carbon and resource efficient operations

Globally, the tourism industry already accounts for an average of 9 per cent of nations' gross domestic product (GDP), and its importance is bound to increase even more. The United Nations World Tourism Organization projects international tourist arrivals to increase from 1.1 billion in 2014 to 1.8 billion in 2030. For many developing countries tourism is a key pillar of national development contributing to growth, employment, investment as well as technology dissemination. In many small island developing states (SIDS), it accounts for up to 25 to 60% of national GDP.

This scale of economic activity has major impacts on the global and local environment, such as through pollution and waste, depletion of natural resources, such as water, energy and land as well as increasing greenhouse gas (GHG) emissions. While tourism contributes about 8 per cent of global GHG emissions¹, it is projected that these, as well as water and energy consumption, will double by 2050. In many cases unsustainable tourism can endanger the very basis of its own success: healthy ecosystems and habitats of flora and fauna².

Tourism contributes about **8%**

of global  emissions and is projected to **double** by 2050

Transforming tourism value chains to low-carbon and resource-efficient operations requires an increase in sustainable consumption and production practices. Sustainable procurement can play a leading role in helping to better manage resources and improve resource efficiency throughout the tourism value chain.

By incorporating sustainability requirements into their purchasing processes, corporate buyers can convey a strong signal to, and drive markets towards, more sustainability and help scale up the market for more sustainable products, services and works.

2

Engaging the private sector and policy makers to leverage sustainable procurement and reduce GHG emissions to accelerate the shift towards a more resilient, resource efficient development of the tourism sector.



This document aims to introduce the strategic role that sustainable procurement can play to transform tourism by scaling up the market of sustainable products and services in the sector, enabling the reduction of GHG emissions and the shift towards a more resilient, resource efficient development. The document intends to inform dialogues on how best to incorporate circularity and sustainability in procurement practices of tourism businesses and illustrate to which extend tourism professionals have already successfully done so. **It is addressed to corporate buyers and business leaders in the tourism sector as well as policy makers.**

In October 2018, the United Nations Environment Programme (UNEP) convened a technical workshop in Paris, France where procurement and sustainability professionals from the tourism sector discussed how procurement could be leveraged to reduce GHG emissions and improve resource efficiency. The interactive workshop “Leveraging sustainable procurement practices to transform tourism value chains”³ enabled practitioners participants to engage in a dialogue, collect experience, and create a community of practice of corporate purchasing and sustainability professionals from the tourism sector.

In March 2019, at the 4th United Nations Environment Assembly (UNEA-4) in Nairobi, Kenya, in the context of the Sustainable Innovation Expo⁴, a panel discussion of sustainability and procurement experts and government representatives⁵ built on the outcomes of the workshop and explored further opportunities for businesses and governments to leverage

sustainable procurement at a large scale to transform the tourism sector.

The conclusions of the present document, which you will find on page 19 build on the outcomes of the discussions and recommendations emerging from both the interactive workshop “*Leveraging sustainable procurement practices to transform tourism value chains*” and panel discussion of experts at UNEA-4.

This document has been developed as a contribution to the UNEP-led project “Transforming tourism value chains in developing countries and Small Island Developing States to accelerate more resource efficient, low carbon development”⁶, funded by the International Climate Initiative (IKI) of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, and the One Planet Sustainable Tourism Programme⁷, with the financial support of the French Government.



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The Sustainable Tourism Programme of the One Planet Network

as an implementation mechanism for the Sustainable Development Goal (SDG) 12, catalyses changes in tourism operations. It is a multi-stakeholder partnership that promotes networking among likeminded organizations and brings together existing and new initiatives focused on decoupling tourism's growth from the increased use of natural resources and environmental impacts.



Transforming Tourism Value Chains

The project aims to reduce GHG emissions and increase resource efficiency in three tourism value chains: food and beverage, accommodation. The project is focused in four countries, in which tourism plays an outstanding role for the national economy: Philippines, Dominican Republic, Mauritius and St Lucia.

3

Sustainable procurement: a driver for innovations to respond to environmental, as well as socio-economic challenges in the tourism sector

In the framework of the project '*Transforming Tourism Value Chains*', an assessment was conducted in the Philippines, Dominican Republic, St Lucia and Mauritius to identify the primary sources of environmental impacts across the tourism value chain. Four broad environmental impact categories were considered: GHG emissions, energy, water, and waste. The activities causing these impacts were tied to the provision of food and beverages, ensuring basic utility services to run the facilities, and providing guests with a pleasant experience. More specifically, impacts relate to the production, processing, preparation and disposal of food; the generation, distribution, and use of energy for temperature comfort and lighting; the cleaning and maintenance of facilities; and the disposal of plastic products and packaging offered to visitors.

Circularity and sustainable consumption and production are key to sustainable economies and to advance the 2030 Agenda, as highlighted during discussions at the UN High Level Political Forum on sustainable consumption and production in July 2018, as well as in the resolutions of the UNEA-4⁸. Circular procurement contributes to the enabling conditions of a system that creates value and social well-being while maintaining resources at their highest possible value in the whole life cycle and ultimately creating an economy that is regenerative.

This document therefore considers more specifically four themes to describe how sustainable procurement can be strategically leveraged in the tourism sector, i.e. through circular procurement practices, the procurement of food and beverages and efficient electrical appliances, and the reduction of the purchase of single-use plastic items.



3.1 Incorporating circular concerns in procurement practices to identify innovative and resource-efficient business models

Background



Circular procurement focuses on closing energy and material loops within supply chains and helps value retention along the entire value chains, i.e. by remanufacturing and reusing products and components several times in a circular manner without causing additional harmful impacts. Multiple approaches to procurement can accelerate the transition to circularity, from promoting circular supply chains by procuring more circular products, materials and services to promoting new business models based on innovative and resource-efficient solutions⁹.

Corporate buyers in the tourism sector have already started to successfully incorporate circular provisions in their procurement. Approaches range from recycling of products or their components – for instance by recycling food waste for compost or biomass, collecting cooking oil to produce bio-diesel, recycling plastic waste into local craft, re-using building and construction materials – to more innovative solutions such as cooperating with other businesses in building common laundry facilities accessible to all hotels in a region, developing capacity of chefs to use locally-grown and seasonal vegetables, and low-carbon and resource-intensive food ingredients, or setting up shared transportation services for hotels' personnel.

Many of these innovative and resource-efficient business models also aim at raising awareness of travellers to ensure their buy-in and cooperation as well as improve business reputation. For

instance, growing vegetables in hotels' premises not only boosts local production and reduces

costs but also provides an opportunity to engage tourists on the consequences of food waste. When preferring green cleaning products, or implementing towel reuse programmes, tourism businesses help to minimize water and chemicals use while encouraging travellers to re-think their own consumption patterns – and raise their sustainable profiles.

Most purchasing professionals acknowledge the benefits of procuring more circular products, materials and services, in particular the reduction of water, chemicals and energy use, hence reducing overall costs on a whole life cycle perspective. Circular procurement practices may also help to address structural issues, such as a lack of public transportation which can be mitigated by the set of shared transport services for personnel, or the inadequate waste management facilities in some destinations, which can be circumvented by incorporating take-back provisions in contracts to reduce waste to be treated on-site. Such resource-efficient approaches not only contribute to minimize the environmental impacts of tourism activities and improve the sustainable reputation of tourism stakeholders, but may also become an enriching and positive experience for travellers and professionals – and lead to behavioural change.

Circular procurement focuses on closing energy and material loops within supply chains

Barriers



Wider adoption of circular practices in procurement among tourism professionals would certainly benefit from:

- ➔ **Research and development** to better understand local material flows, identify and refine innovative and sustainable options, for instance the re-use of cooking oil in bio-diesel.
- ➔ **Strengthened collaboration among businesses** in advancing circular procurement solutions, where mutual benefits are clearly defined.
- ➔ **A robust methodological framework to measure and communicate the environmental, social and economic impacts** of circular procurement practices, such as carbon dioxide (CO₂) emissions, water and energy consumption, or equal opportunities for local enterprises and businesses owned or led by women. Measurable impacts may contribute to engaging travellers and tourism practitioners in circular solutions, which may, at first, be seen as a less qualitative experience. For instance, some travellers may consider that a strong fragrance is a sign of high cleaning standards; but sustainable cleaning solutions containing less chemicals may be less strongly scented without losing any of their cleaning properties.
- ➔ **Enabling fiscal policies** to help overcome financial barriers in adopting circular solutions – for instance, hazardous waste management facilities, which may involve high upfront costs and require initial investments.
- ➔ **Conducive legal instruments** that cover not only waste management-related issues, but also systemic thinking, from production and distribution of products or services, to the extraction of resources and sourcing of materials and eco-design.



3.2 Improving food quality, while reducing food waste and GHG emissions through sustainable procurement

Background



Globally, the food sector is responsible for 60 per cent of global terrestrial biodiversity loss, the depletion of 61 per cent of 'commercial' fish populations, the overexploitation of 20 per cent of the world's aquifers¹⁰, and between 21 and 37 per cent of GHG emissions (from pre- to post-production activities)¹¹. Food systems' negative impacts to natural resource depletion and climate change are expected to significantly increase with population, urbanization and supermarketization trends, as well as dietary shifts to more resource-intensive food such as the consumption of meat, processed and ultra-processed food.

Food loss and waste amounts to about 1.3 billion tonnes per year, or roughly one-third of all the food produced for human consumption around the world, and generates about 8 per cent of total anthropogenic GHG emissions. The causes for food loss and waste range from inappropriate agriculture policies and poor practices in harvesting, to inefficiencies in the supply chain, with heavy losses in storage and transport, and wastage in retail and final consumption – in markets

(and supermarkets), households and the hospitality sector.¹²

The tourism sector can contribute to the reduction of GHG emissions through the adoption of more sustainable procurement measures, such as: better planning of food purchases, the use of purchased food ingredients and the procurement for diets that present lower share of animal-sourced food that can reduce overall GHG emissions from field to fork, while reducing the need to raise livestock and land use pressure.

Many purchasers from the tourism sector successfully leverage their procurement processes to significantly reduce food waste and its associated costs, or prefer local and/or organic products to reduce GHG emissions, waste linked to the transport and packaging, and contribute to the expansion of smallholder farmers.

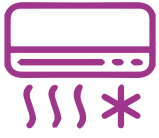
Food systems' negative impacts to natural resource depletion and climate change are expected to significantly increase

Barriers



Barriers remain for a wider uptake of sustainable food procurement practices:

- ➔ **Accompanying behavioural change is challenging:** the high turnover rates among professionals in tourism accentuate the gaps in staff training and sustainability engagement. Among travellers, one may anticipate resistance from meat-loving guests as more plant-based menus are provided. Concepts of 'slow food' and organic food are yet to be developed in some areas.
- ➔ **Gender-based initiatives to mitigate food waste are required:** women are largely responsible for food across the supply chain from the field to the fork by growing, processing, cooking and distributing food in diverse ways globally. Women and men have different experiences, knowledge, challenges and needs in relation to food.
- ➔ Chefs and business owners face **competing priorities of food safety and food quality**. For example, sourcing locally in some destinations may be challenging as local businesses may not be reliable or capable to provide at the quality and health safety standards required for large distribution in hotels.
- ➔ **Upfront costs of sustainable food ingredients** may be more expensive than traditional imported and/or non-organic products. As buyers tend to prefer low-priced options, farmers can be reluctant to embark on organic food production practices when market sales prospects are uncertain.
- ➔ **Strict quality standards** for organic waste management may impede the uptake of such practices, due to the insufficiently equipped of hospitality businesses – or the high costs of such investment. For instance, hotels are required to use refrigerated trucks to collect organic waste and re-use food waste for animal feed production or redistribute surplus food to those in need. Food waste is often higher in buffets on cruise ships than in hotels, as cruise ships cannot afford complex storage facilities enabling to store and re-use food items and loaded food items may not match the actual demand.



3.3 Enabling energy and cost savings, as well as lower GHG emissions through the procurement of high efficiency air-conditioners

Background



Air-conditioners are a major source of energy consumption and peak power demand

Air-conditioners are a major source of energy consumption and peak power demand, especially on hot summer days. They are a key driver of growing GHG emissions. The global air-conditioner stock is expected to increase from 630 million units in 2015 to more than 1.6 billion units by 2030, significantly increasing CO₂ emissions from this sector¹³.

The primary environmental and climate impacts of air-conditioners are as follows:

- **CO₂ emissions from air-conditioner energy consumption.** According to the United for Efficiency Country Savings Assessments¹⁴, residential air-conditioners installed in 156 developing countries are projected to be responsible for over 300 million tonnes of CO₂ in 2020. Additionally, the peak power demand from air-conditioners can threaten the stability of electrical grids.
- **Air pollution and water waste from fossil fuel-fired electricity generation have significant impacts on environmental quality and human health.**
- **Release of refrigerants from air-conditioners.** The potential release of refrigerants from air-conditioners during production, installation, servicing, operation and at the end of their useful life also has a significant

impact on the environment and climate. In much of the developing world, hydrochlorofluorocarbons (HCFCs) are still used as refrigerants and contribute to climate change and ozone depletion, although their use will be banned worldwide after 2030¹⁵.

Businesses and experts from the tourism sector have highlighted that when the procurement process takes into consideration technical and long-term financial performance and responds to the businesses' needs, it results on benefits including an improved energy efficiency (i.e. reduction of energy consumption), lower costs on a life-cycle basis, as well as reduced GHG emissions and other environmental impacts associated to cooling equipment. The benefits of transitioning to high efficiency air-conditioners and lower global warming potential (GWP) refrigerants are also documented in the United for Efficiency Country Savings Assessments. Based on the Minimum Ambition Scenario the following can be saved in 2040:

- Annual energy savings (electricity consumption): an estimated 560 Terawatt-hour (Twh) per year of electricity which is equivalent to 255 Power Stations of 500MW each.
- Lower emissions: improving room air-conditioning efficiency could avoid up to 516 Million tonnes of CO₂.
- Financial savings: Up to \$US51 billion can be saved cumulatively for consumers by improving air-conditioner energy efficiency policies¹⁶.

Barriers



However, corporate purchasers from the tourism sector have pointed out the following barriers to purchasing energy-efficient air-conditioners:

- When procurement decisions are under the responsibility of financial controllers, the focus is on acquisition costs (capital expenditures), but **more energy-efficient appliances often require higher upfront investments.**
- **Applicable energy efficiency standards or performance criteria are insufficient** to inform procurement decisions. Knowledge gaps on the new available technologies among buyers and technicians are not conducive to informed decision-making.
- **Limited market options** for efficient and climate friendly equipment, as well as the lack of trained technicians to larger energy-efficient systems (e.g. central AC) encourage tourism businesses to prefer traditional appliances, irrespective the higher life-cycle costs.
- **The lack of legislation on refrigerants** means demand for innovative and energy-efficient air-conditioners has not been stimulated.



3.4 Reducing plastic pollution by procuring sustainable alternatives to single-use plastic items

Background



Global plastics production has increased dramatically since 1950 at a pace of about 9 per cent per year. About 388 million tonnes of plastics were produced in 2015 with 99.5 per cent being from petro-based sources. The main plastic uses are in packaging, building and construction, and transportation using 30 per cent, 17 per cent, and 14 per cent of total annual plastic production, respectively. Consumer and institutional products (including disposable food service ware such as disposable cups, dinner and kitchenware) accounts for 10 per cent of total annual plastic production. Municipal solid waste which includes packaging, consumer and institutional products, electrical/electronics, and textiles contains a significant amount of plastic waste. In total, this amounts to about 161 million tonnes of plastic waste.

Primary annual losses of macroplastics to the environment are from mismanaged solid waste treatment, such as open dumping and landfilling (3.9 million tonnes); littering for example plastics being thrown away by individuals and not properly disposed of (0.8 million tonnes); and loss of fishing nets and other fishing related activities (0.6 million tonnes). Macroplastics in the oceans are primarily problematic because as animals become entangled in them or ingest them, causing death. Moreover, macroplastics can degrade into microplastics, causing further impacts in oceans.¹⁷

Coastal and beach tourism is one of the top three marine litter sources in the North, Mediterranean and Baltic seas

Coastal and beach tourism is one of the top three marine litter sources in the North, Mediterranean and Baltic seas. Tourism activities are also directly impacted by marine plastics as they deteriorate destinations. In many countries, tourism professionals run initiatives to eliminate single-use plastic items such as bottles, stirrers, straws or toiletries. However, there are fewer examples of tourism businesses engaging all relevant stakeholders such as the plastic producers, retailers, packaging and transport companies as well as recyclers to reduce plastic waste along the entire value chain. Value chain approaches enable the identification and assessment of innovative sustainable solutions – based on life cycle thinking – such as the use of extended producer responsibility or deposit refund schemes. These innovative solutions not only help to replace single-use plastic items, but also other products containing plastics such as construction material, food packaging, electrical appliances and furniture.

Barriers



While purchasers appreciate the significant potential benefits of sustainable alternatives both in terms of cost reduction and positive environmental impacts such as the preservation of the destinations in which they operate, a few barriers still impede the reduction of plastic waste in the tourism sector:

- ➔ Tourism professionals are often faced with **a dual challenge of reducing waste and preserving the environment vs. health and safety concerns**, especially the spread of water borne diseases. The lack of research and dissemination of data on plastic types, and their respective levels of toxicity and impact to the environment may deter buyers from purchasing alternatives to single-use plastic items, and producers from developing attractive plastic-free products at reasonable price.
- ➔ Plastic are is often preferred in hotels and restaurants to reduce labour costs, as well as the water and energy required to clean kitchen cutlery and plates. Adopting a life-cycle approach when assessing the alternatives to single-use plastic items is critical to **overcome the investment costs they may require**. Developing evaluation tools and guidelines based on life-cycle thinking targeting corporate buyers would support this effort.
- ➔ **The legal framework on plastic disposal** is inadequately binding in some destinations; in other areas, information on the availability and modalities of the local waste management facilities (e.g. what can be recycled, how to dispose) is not appropriately disseminated.
- ➔ **Fiscal incentives** are not yet widely used to encourage tourism professionals to systematically explore alternatives to single-use plastic.
- ➔ Large hotel groups often operate away from central procurement departments located at headquarters. This may make it difficult to work with businesses along the local tourism value chain including suppliers to **identify viable alternative solutions in line with the destination context, and local regulations**.

4 ■ Recommendations

Recommendations on how to foster the wider adoption of sustainable procurement practices in the tourism sector emerged from the discussions of the interactive workshop “*Leveraging sustainable procurement practices to transform tourism value chains*” in October 2018 as well as during the panel discussion of experts and government representatives in March 2019 at UNEA-4. The most impactful and actionable drivers identified by business and government representatives are described in this section.

Recommendation 1: Working together with all relevant stakeholders along the tourism value chain is essential to maximize impact.

Recommendation 2: Empowering travellers to drive change is critical to achieve transformation

Recommendation 3: Capacity building initiatives towards corporate buyers and staff are required to accelerate the adoption of sustainable procurement practices

Recommendation 4: the role of certifications and consumer information tools is key to support the adoption of sustainable procurement practices, as they guide consumers and procurers to make better choices and recognize progress made in offering more sustainable options.

Recommendation 5: Measuring and reporting on the economic, social and environmental benefits and impacts of sustainable procurement help to understand how such practices can be best implemented to benefit businesses along the value chain.

To trigger transformative actions, these recommendations should not be considered in isolation but rather combined with each other.

UNEP has also documented various successful procurement initiatives in the tourism sector in a series of 16 case studies; they illustrate how corporate buyers have embedded sustainability in their procurement processes to improve resource efficiency and reduce GHG emissions.

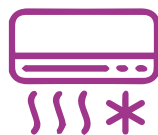
Case studies are organized around **five themes**:



Incorporating circularity in procurement processes.



Sustainable food procurement.



Sustainable procurement of energy-efficient equipment.



Leveraging sustainable procurement to phase out single-use plastics.



Procurement guidance and certifications to encourage sustainable procurement practices.

Recommendation 1



Working together with all relevant stakeholders along the tourism value chain is essential to maximize impact

It takes cooperative efforts to collectively transform the tourism sector. Engaging a range of stakeholders along the value chain based on a life-cycle approach – including buyers, suppliers, enterprises owned or led by women, manufacturers, retailers, service providers as well as end-consumers – could help build the buy-in of travellers in alternative options and foster new and more sustainable behaviours and decisions. Engaging in a dialogue at the destination level with tourism businesses and policy makers may also help implement systemic and efficient solutions.

When empowered to drive the change, all tourism value chain stakeholders can contribute to the change in practice and multiply

the positive impact generated by the change.

Recognising the role of front-runners is also essential as they identify innovative solutions and business models and stimulate the market to offer more sustainable products and services. Collaborating with suppliers and producers at an early stage enables co-creation of sustainable solutions and stimulates innovation.

For example, engaging with local farmers is essential to develop low-carbon menus, using locally sourced products – in association with chefs and sustainability teams in restaurants and hotels. Developing win-win partnerships to accompany local farmers in improving their agricultural practices (e.g. diversifying production to adapt to climate constraints, reducing the use

of fertilizers, improving nutritive value of the production) and help them to access training opportunities to obtain recognized certifications or standards will contribute to the overall quality of the food supply for tourism businesses.

Embracing a collective approach through hotel associations can lead to more impactful outcomes. For instance, hotel associations could call on the manufacturers to produce and maintain more resource-efficient cooling appliances by collectively setting ambitious performance targets – and use their combined large procurement needs for cooling appliances to drive manufacturers to comply with these targets. Such criteria could not only include provisions related to the environmental performance of the cooling equipment, but also request, for example, the lifetime extension of the appliances by ensuring the availability locally of trained technicians to install, maintain and repair the equipment.

A stronger collaboration between governments, the private sector, civil society and international organizations is of utmost importance to strengthen the procurement community of practice to transform the tourism sector. The 4th United Nations Environment Assembly has also called on Member States to promote public, private and public-private initiatives and alliances to stimulate demand for sustainable products in its resolution UNEP/E.A.4/L.2 on Innovative pathways to achieve sustainable consumption and production¹⁸.

At a global level, exchange platforms and forums made available to all participants of the value chains (from suppliers, to the personnel working in the tourism sector, buyers and business leaders as well as travellers) are **essential to share success stories, and the testimonies of practitioners** implementing sustainable procurement solutions with demonstrated impacts while successfully gaining the buy-in of the customers.




Conventional business models encourage inefficient use of resources, in a linear system. Circular solutions not only enable a more efficient use of resources; businesses also increase revenues and create new customer value as resource efficiency benefits multiply across the entire value chain. Circularity requires creativity and cooperation among all value chain actors. UNEP launched in 2019 its **Circularity Platform**¹⁹ which provides an understanding of the circularity concept, its scope and how it contributes to promoting sustainable consumption and production patterns. It also offers a wide range of resources and features stories illustrating how various stakeholders have successfully adopted circular approaches.

Developed by UNEP, with the support of the European Commission, the **Eco-innovation methodology**²⁰ supports the integration of sustainability at the heart of companies' strategies and business models and enhances circularity. Implemented through the UNEP-UNIDO RECPnet (Network for Resource Efficient and Cleaner Production), it helps companies, in particular small and medium-sized enterprises, access new and expanding markets, increase profitability along the value chain, and stay ahead of regulations and standards, while improving resource efficiency and the shifting away from of chemicals of concern. The methodology is based on life-cycle thinking, and requires the company to look at its full value chain, and all relevant partners. It can lead to service-based solutions, such as chemical leasing, or innovative sustainable product and improved processes.

Hosted by UNEP, the **Life Cycle Initiative**²¹ contributes to several projects that aim to enable organizations to build on and expand their capabilities in applying life-cycle thinking. For example, the European Commission-supported REAL project²² contributes to expanding the accessibility of Life Cycle Assessment (LCA) databases as well as to increase access to learning tools on life-cycle thinking. Such efforts allow stakeholders from diverse sectors and regions to further adopt life-cycle thinking and realize reductions in their environmental footprint with at the same time increasing resource efficiency. A collection of case studies²³ illustrates the benefits of cooperating throughout the entire value chain, including an increase in overall stability, and the access to newly defined markets.

Successful practices



-  Embedding circularity in the procurement of linen and towels in France 24
-  Virtual agricultural clearing house programme to facilitate local food procurement in Saint Lucia 27
-  Procurement of a biomass boiler to operate a green industrial laundry site in Dominican Republic 29
-  Procurement of energy-efficient equipment to reduce the carbon footprint in the Philippines 31
-  Engaging local market gardeners in Senegal, Morocco, Brazil and Indonesia 34
-  Local communities' engagement through the procurement of local food supplies in the Philippines 36
-  Considering waste as a resource to re-think procurement requirements in the Maldives 38
-  Accompanying local suppliers in transforming their farming practices in Mauritius 40

Embedding circularity in the procurement of linen and towels in France



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Quick facts



Type of procurement:
linen and towels



Year of inception: **2014**



Type of business: **Sustainable tourism consulting firm, in partnership with a hotel**



Organisation name:
Betterfly Tourism & Amiral Hotel



Number of staff: **16**



Country/region: **France**



Procurement value: **4,500 USD**

Background information

Betterfly Tourism¹ estimates that the production and treatment of bed linens and towels for the hospitality industry in France generates 470,000 tons of CO₂ each year, representing over 10 million m³ of water consumption and requiring 15,000 tons of detergents.

The challenge

Procurement and treatment of linen and towels not only represent a challenge for hotels due to the high operating costs (laundry, transport, logistics), but also the environmental impacts of the use of linen and towels (water & energy consumption, use of chemicals). Household maintenance of linen and towels have other side effects such as nuisance to the neighbourhood (air and noise pollution) generated during the daily delivery of clean linen and towels.

Moreover, cleanliness and quality of linen and towels are of utmost importance for the guests, as they represent two of the top criteria in the overall evaluation of an accommodation.

The strategy

A group of key stakeholders in the textile value chain from the hospitality industry convened in order to identify and collectively implement an innovative sourcing solution to reduce negative lifecycle impacts and costs of linen and towels, while being mindful of guests' health and comfort. The group includes a hotel federation (Groupement National des Indépendants de l'Hôtellerie & de la Restauration); five hotels (Amiral, Château Belmont, Charme Hôtel, hotel La Pérouse and Bhô Hotel); seven laundries members of 'Cercle du Propre'; a linen producer (Tissus Gisèle), a detergent producer (Ecolab), and Betterfly Tourism.

The group decided to focus on the procurement of bed linen (bed sheets, pillowcases and duvet covers) and bath linen (terry towels, bath sheets and bath mats), which add up to an average of 1.95 kg of linen washed per overnight stay (1.7 kg if bedcovers are used, 2.1kg if duvets are used).

Discussions touched upon the lifecycle assessment of the environmental and financial impacts of linen and towels – from extraction of raw materials like oil and cotton to the end of life of textiles. The two-day seminar enabled all actors of the value chain to engage in order to identify a sustainable and efficient solution for all parties.

In this context, the Amiral Hotel (48 rooms, in Nantes, France) piloted the procurement of unbleached bed linen and microfiber towels.

¹ Source: Betterfly Tourism, 2013, experimental project on the environmental footprint of tourism actors

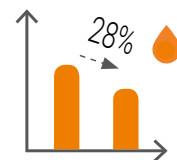
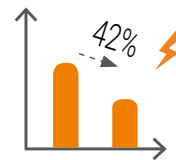
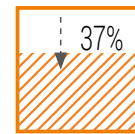
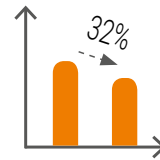
Impacts



In 2014, Butterfly Tourism measured the impacts of procuring unbleached bed linen and microfiber towels for the Amiral Hotel (48 rooms):

➔ As fibres are preserved when manufacturing unbleached linen, **less cotton is required in production**. Hence, and according to Butterfly Tourism calculations:

- **GHG emissions during the lifecycle of bed linen is reduced by 32%**;
- **production of unbleached bed linen requires 37% less non-renewable resources**, in comparison with importing bleached linen;
- **Unbleached bed linen enables a reduction in energy consumption of 42% and water consumption of 28% during its lifecycle**, including the manufacturing process (for example, irrigation water and transport of cotton);



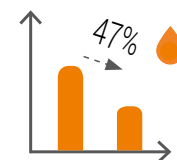
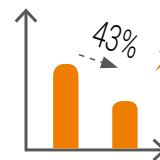
➔ As the bleach step is removed, **fewer chemicals are used during production**;



➔ **Fibres of unbleached linen have a longer life span**, reducing the overall costs and needs to procure new items for hotels. Procuring unbleached linen is therefore less resource-intensive, and helps reducing cotton, water and energy consumption;



➔ During its entire lifecycle, and compared with 100% cotton towels, **microfiber towels allowed 43% savings in energy consumption** (for example, microfiber towels require a shorter drying cycle), **and 47% in water consumption**;



➔ **Life span of microfiber towels is extended, up to 200 potential machine washing**;



Hotel Amiral conducted a satisfaction survey with the guests. Results demonstrated a strong acceptance of the unbleached bed linen from the guests: 81% responded that they are very satisfied with the overall quality, and 19% satisfied. 85% of the respondents are very satisfied with the visual aspect of the linen. 76% of the respondents are very satisfied by the softness. **However, the satisfaction rate dropped if the guests were not informed of the rationale behind the choice of unbleached fibres and its potential impacts.** Indeed, unbleached linen have a natural, off-white colour, as opposed to conventional bright white bleached linen. Perception of cleanliness can therefore be altered.

As per the satisfaction survey results for Hotel Amiral, unbleached bed linen appears to be a concrete and actionable solution to reduce negative impacts of linen in the hospitality sector. However, results on the microfiber towels indicate that – despite their potential positive impacts on the environment – more research and innovation are required to offer products with a perception of higher quality.



Tender specifications

- ✓ Unbleached bed linens are composed of 50% cotton and 50% PET;
- ✓ Bed linens are made in France, by a manufacturer (Tissus Gisèle) using 100% hydraulic electricity which is produced on site;
- ✓ Microfiber towels are composed of a mix of polyester and polyamide;



Unbleached bed linen at Amiral Hotel.

"Our decision to prefer environmentally friendly linen and towels is part of our continuing efforts to engage in more sustainable business practices, as per our certification EU Ecolabel. Laundry services represent a significant part of our expenses; it is important to control its financial burden. Choosing unbleached linen, made in France, and the know-how of Tissus Gisèle allow us to procure more resistant linen, using less chemicals during production; and washing cycles require less resources."




- Nadine Witczak, Director, Amiral Hotel



Lessons learned

- ✓ **Communicating to the guests** is critical to accompany a behavioural change, and acceptance of a product which would otherwise be perceived as being of low quality;
- ✓ **Engaging with all actors of the value chain** (from the linen and detergent producers, the laundry service provider, to the hotels) is critical to find common interests, and therefore identify an innovative solution which is economically viable for all stakeholders.
- ✓ Technical issues may be difficult to address; however rethinking business models remains the most challenging task – especially if such an initiative involves an even larger number of lifecycle stakeholders.

For further information

-  <https://www.betterfly-tourism.com/en/our-projects/laundry>
-  Contact person: Hubert Vendeville, Betterfly Tourism
-  contact@betterfly-tourism.com

Virtual agricultural clearing house programme to facilitate local food procurement in Saint Lucia



© jangelturn/Gettyimages

Quick facts



Type of procurement:
local fruits and vegetables



Year of inception: **2016**



Type of business: **Non-profit membership organization responsible for facilitating tourism sector development and management in St. Lucia.**



Organisation name:
Saint Lucia Hotel and Tourism Association Inc. (SLHTA)



Number of staff: **14**



Country/region: **Saint Lucia, West Indies Caribbean**

Background information

Saint Lucia is a tropical island tourism destination of 616 square kilometre, home to approximately 173,000 people in the Caribbean also known as the West Indies. The tourism sector in Saint Lucia has been a main contributor to the growth and development of the economy. The direct contribution of travel & tourism to the GDP was 223 Million USD, or 15% of total GDP in 2017 and is forecast to rise by 5,8% in 2018.

In Saint Lucia, the majority of hotels import most food products from other countries, including fruits and vegetables. Even when a facility is buying fresh produce from local suppliers, often the product has originated from an imported source.

The challenge

With 60 to 70% of sourced products coming from imports, local agricultural produces are not effectively penetrating the marketplace within the hospitality sector in Saint Lucia. In 2014, the SLHTA (Saint Lucia Hotel & Tourism Association) took on the challenge of identifying the reasons why the local supply chain was not the first choice for tourism professionals. Meetings were organised between the Ministry of Agriculture, approx. 80 farmers (representing both individual producers and some small cooperatives) along with chefs and purchasing agents from the hospitality industry.

The exchanges revealed primarily that **there was no commonly understood information flow about what is available and from who locally. There was also poor knowledge on the variety and abundance of fruits and vegetables being produced in Saint Lucia.** There was clearly an opportunity to bridge the gap between producers and consumers of agricultural produce in Saint Lucia.

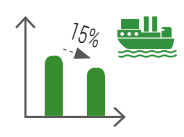
The strategy

In 2016, the Saint Lucia Hotel and Tourism Association strived to create a vibrant and effective platform that would connect agricultural producers directly to a market place within the hospitality sector. After realising that both farmers and chefs all share a common communication platform via their respective cell phones, i.e. the digital WhatsApp platform, the **Virtual Agricultural Clearing House Programme** was launched – via the creation two WhatsApp groups namely *agricultural producers* and *chefs*. After being launched, the two groups of over 100 producers and 60 chefs quickly grew and now over 300 message s are exchanged daily, hence creating an active and successful platform connecting the relevant players in the fresh produce marketplace.



Impacts

- ➔ Chefs are alerted to the freshest of available products daily;
- ➔ Delivery and receipt of produce has improved: **food waste has been reduced by approx. 15%** as quick direct sales are now achievable for produce at its freshest;
- ➔ Increased sales for the farmers, many of whom have developed excellent relationships with the hotels, restaurants and food and beverage distributors whom they supply directly;
- ➔ **Diversity of locally available products has improved** as chefs and producers are collaborating to grow local produce which was traditionally imported. Supplies now being produced and traded locally within this Programme has increased, thus supporting the income of local farmers and suppliers. They include, but are not limited to: bananas, mangoes, papaya, soursop, golden apples, water-melon, oranges, limes, lemons, guava, plantain, yams, dasheen, tomatoes, breadfruits, avocados, lettuce, cucumbers, Chinese cabbage, carrots, mushrooms, honey etc.
- ➔ Since 2016, the Virtual Agricultural Clearing House Programme has continued to grow – helping to increase the reliance on local versus imported produce. **Imported produce for the hospitality sector has decreased by approximately 15%**, thus reducing the subsequent greenhouse gas emissions.
- ➔ The Virtual Agricultural Clearing House Programme has also been upgraded to connect with Tri Farm's eCrop¹, an online crop forecasting and modelling tool which provides hotels and other buyers with real-time data on what crops will be available months in advance and from which farmers they can be purchased.
- ➔ In its first year of operations, over **400 farmers have enrolled in the programme resulting in over 800,000 USD worth of produce traded.**



Lessons learned




- ✓ Buyers and end-users (hotels owners, procurers and chefs) are an integral part of a value chain. Pre-initiation meetings involving the chefs and the local suppliers to **understand the needs of both demand and supply sides were essential** to get them on board and aligned with the Programme.
- ✓ Technology can be leveraged to embrace sustainable procurement practices: there is no need to reinvent the wheel: **basic social media platforms are easily adaptable** to serve greater objectives than just being a chat exchange platform.

"The Virtual Agricultural Clearing House now allows me to get the freshest and fastest food in St. Lucia allowing me as a chef to work with ingredients at the peak of their quality"

Chef Juan Bochenski Jade Mountain Resort

¹ More information available at: <https://www.trifarm ltd.com/tri-farms-ecrop/>

For further information

-  <http://www.slhta.com/slhta-to-increase-sale-of-local-produce-through-virtual-agricultural-clearing-house/>
-  Contact person: Mr. Carl Ryan-Hunter, Chairman SLHTA Environmental Committee
-  carlryanhunter@gmail.com

Procurement of a biomass boiler to operate a green industrial laundry site in Dominican Republic



© valio845/Cettyimages

Quick facts



Type of procurement: **regional industrial laundry site, based on Cleaner Production**



Year of inception: **2012**



Type of business: **Tourism complex**



Organisation name: **Grupo Puntacana**



Number of staff: **2,000**



Country/region: **Punta Cana, Dominican Republic**



Procurement value: **2,000,000 USD for the installation of a biomass boiler in an industrial laundry site**

Background information

6.2 million tourists visited the Dominican Republic in 2017, representing approximately 77% of national GDP¹. The tourism industry in the Dominican Republic has developed following an "all inclusive" operation model operation.

Three distinct areas concentrate most of tourism activities in the country: Santo Domingo, Puerto Plata and Punta Cana; the latter concentrates 60% of all hotel rooms and arrivals in the country, with an average occupation rate of 67% in 2017. Grupo Puntacana has triggered the development of the Punta Cana region.

The challenge

In Punta Cana, most hotels operate following an all-inclusive model; this implies large volumes of textiles (bed linen, towels, tablecloths, uniforms, curtains etc.), which are frequently changed.

Improper treatment of wastewater from the laundry of hotels located in the coastal zone of Punta Cana has important ecological impacts in the region. To minimize these negative impacts, Grupo Puntacana decided to re-think its laundry operations to reduce costs by lowering water and energy consumption and giving preference to the use of biodegradable chemicals.

The strategy

Grupo Puntacana created **the first green industrial laundry site, based on Cleaner Production, whose main energy source is steam generated by a biomass boiler.**

To mitigate risks related to the high investment costs on the site, **the business model targeted not only providing laundry services to Grupo Puntacana hotels, but also to other businesses from the region including hotels and the Punta Cana airport.**



Biomass boiler, at Punta Cana Laundry Service.

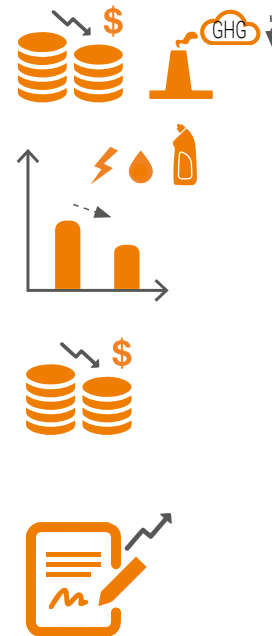
¹ Source: Dominican Republic Central Bank, 2017

Impacts

In 2018, Punta Cana Laundry Service provided low carbon and environmentally friendly laundry services to 12 hotels (representing 4,000 rooms) in the area of Punta Cana, Bavaro and Bayahibe, as well as to Punta Cana airport personnel (3.6 million arrivals registered at Punta Cana airport in 2017).

Return on investment was achieved after three years of operation and the following benefits were measured:

- ➡ The replacement of two fossil fuel boilers with a biomass boiler in 2012 enabled **annual fuel costs to be reduced from 11,000 USD to 2,000 USD**; **GHG emissions of the industrial laundry site dropped from 6,455,025 Kg/CO₂ to 1,075,838 Kg/CO₂**;
- ➡ Pooling the needs from 12 hotels and an airport and centralizing the provision of laundry services in one sustainable industrial site enabled economies of scale. This meant **lowering water, energy and detergent requirements**, compared with traditional laundries that hotels used to operate in their respective premises. Risks related to wastewater from hotel laundries leaking into the marine environment have also been reduced;
- ➡ **Substantial cost savings for hotels** using Punta Cana Laundry Service, as they are no longer required to operate and maintain laundry equipment in their own premises;
- ➡ As Punta Cana Laundry Service operates following international hygiene standards and is fully automated, the probability of bacterial contamination has been reduced to a minimum, hence improving quality of stay and comfort to the guests;
- ➡ **Punta Cana Laundry Service created 64 direct and indirect jobs**;



In 2013, Grupo Puntacana received a Cleaner Production award² issued by the Ministry of the Environment of the Dominican Republic, which enhanced its brand reputation and visibility of sustainable initiatives.

² More information is available at: <http://www.puntacanablogs.com/blog/grupo-puntacana-recibe-premio-a-la-produccion-mas-limpia>

"One of the most important achievements is to be able to provide services to hotels in the area, which means cost savings, but also mitigation of environmental impacts - which ultimately preserves our destination"




- Naudy Meneses, Manager, Punta Cana Laundry Service



Lessons learned

- ✓ **Following cleaner production protocols enabled the significant reduction of environmental impacts of laundry operations**, while maintaining a viable business model;
- ✓ **Turning the industrial laundry site into a service provider to other businesses helped support investment costs**, while collectively maximizing environmental benefits in the Punta Cana area.

For further information

-  <http://www.grupopuntacana.com.do/empresas/punta-cana-laundry-services>
-  Contact person: Rosemary Capellan, Sustainability manager, Fundacion Grupo Puntacana
-  rcacosta@puntacana.com

Procurement of energy efficient equipment to reduce carbon footprint in the Philippines

© ishcherbakova/Gettyimages

Quick facts



Type of procurement:
energy-efficient equipment



Year of inception: **2009**



Type of business: **Hotel**



Organisation name:
Daluyon Beach and Mountain Resort



Number of staff: **55**



Country/region: **Palawan, Philippines**

Background

Daluyon Beach and Mountain Resort is situated close to the Puerto Princesa Subterranean River National Park¹ – a UNESCO World Heritage Site. It is located in the south-western part of the Philippine Archipelago, on the mid-western coast of Palawan –360 km southwest of Manila. The Park not only features a spectacular limestone karst landscape with an underground river, but it also represents a significant habitat for biodiversity conservation. Protecting and conserving the natural values of the Park is therefore a critical concern when operating a resort in the vicinity of the UNESCO World Heritage Site.

The challenge

Reducing the environmental impacts of the resort operations by choosing energy-efficient solutions, and decreasing the dependency on fossil fuels without compromising on the guests' comfort and satisfaction has driven the decisions of Daluyon Beach and Mountain Resort. However, reducing the energy and resource consumption and their associated costs while meeting the needs of a resort in a tropical climate requires identifying reliable alternative energy sources and robust green technologies.

The strategy

In 2009, Daluyon Beach and Mountain Resort joined the EU-funded SWITCH-Asia Zero Carbon Resorts project² (2009-2014), whose objective is to enable tourism SMEs to procure energy services in an efficient, cost effective, and environmentally sound manner. The project accompanies hotels and resorts in their switch from fossil fuels to renewable energy sources in order to reduce emissions and secure the availability of energy services in urban, remote, environmentally sensitive areas.

In this context, Daluyon Beach and Mountain Resort developed alternatives to incorporate cost-effective, energy-efficient, and environmentally-friendly technologies in its daily operations (i.e., energy-efficient lighting and air-conditioning, environmentally friendly insulation materials etc.). The "3R" strategy is anchored throughout the process, i.e.:

- ➡ **R (Reduce):** Reduce energy consumption;
- ➡ **R (Replace):** Replace inefficient appliances and equipment;
- ➡ **R (Redesign):** Redesign buildings into more self-sufficient and carbon-neutral structures.

More specifically, the following has been put in place:

¹ More information available at: <https://whc.unesco.org/en/list/652>

² More information available at: <https://www.switch-asia.eu/projects/zero-carbon-resorts/>

	Actions
Reduce energy consumption	Installation of tubular lighting, louver roof ventilation, water sprinklers on the roof, light sensors and energy monitoring equipment
Replace inefficient appliances and equipment	Replacement of conventional technologies to energy and environmentally sound equipment such as A/C inverter units, Smart LED televisions, and solar energy equipment for heating water.
Redesign Buildings into more self-sufficient and carbon-neutral structures.	Use of both active and passive cooling techniques through sustainable architecture and use of renewable energy, including: <ul style="list-style-type: none"> - Combination of air-condition units and natural ventilation; - Use of solar power for LED lighting in guest rooms and beach bar; - Transition to a gas absorption chiller and heater technology; - Use of local and sustainable materials for the resort's main structures. For example, locally available cogongrass was used for rooftops and recycled wood for the panels and furniture.

In 2017, follow-up activities of the Zero Carbon Resorts project included **capacity-building initiatives delivered by The Palawan Council for Sustainable Development to resort staff**, which aimed at sharing up-to-date information on available green technologies and products to increase energy efficiency in resort operations and guidance on how to conduct energy assessments.

Impacts

- Prior to 2009, Daluyon Beach and Mountain Resort used a 110kVA Diesel Generator set for 16 rooms with restaurants and facilities, which was then downsized to 83kVA despite the expansion to 27 rooms thanks to the use of gas cooling and heating technology.
- Initially, Daluyon Beach and Mountain Resort had a single air conditioning system of 2hp power non-inverter type, demanding on average 1866 W. This system was then replaced with two more efficient inverter units (which can modulate compressor speed according to the load): one of 1.5hp with an average power demand of 840 W and another 1hp with 640 W. **These two units allowed savings of between 55% and 65% of monthly electric costs.**
- The installation of tubular lighting enabled a decrease in temperature in the kitchen, as fluorescent lights generate less heat during the daytime. It allowed **monthly energy cost savings of 24 USD per tubular light.**
- **Installing louver roof ventilation** on the roofs of guest rooms and staff houses, as well as **water sprinklers** on the roof of the pavilion tent which helped reduce radiant heat generated **an annual energy savings of 4,200 USD.**
- **100% solar-powered LED lighting in the guest rooms and beach bar allowed annual savings of 400 USD per lamp.**
- The transition to a gas absorption chiller and heater technology enabled between **46% and 60% savings in operating costs** as opposed to a traditional electric air-conditioning system.



Daluyon Beach and Mountain Resort was recognized as one of the recipients of the 2012-2014 ASEAN Green Hotel Award³ and also received in 2018 the ASEAN Sustainable Tourism Award⁴.

³ More information available at: <https://nezeh.com/asean-green-hotels/>

⁴ More information available at: <http://aseantourism.travel/content/asta>

"We keep on upgrading and re-inventing in a greener way, as there are new green technologies we can choose from. Being a responsible businessman and simultaneously caring for the environment is good business sense."

- Ruben F. Tan, Jr., Chairman and Chief Executive Officer, Daluyon Beach and Mountain Resort



Louver ventilation installed on the roof of a guest room






The newly installed water sprinkler at the roof of the tent.



Lessons learned

- ✓ Strong engagement of the resort owner was critical to support the sustainable development of the resort and consider green alternatives as a long-term investment rather than a cost;
- ✓ Having skilled maintenance engineers on site is certainly a success factor; offering them regular capacity building opportunities in order to keep abreast of the latest green technologies proved to be critical.

For further information

-  <http://daluyonbeachandmountainresort.com/press>
-  Contact person: Ms. Deborah Q. Tan,
Director, Daluyon Beach and Mountain Resort and President,
Palawan Tourism Council
-  debbieqtan@yahoo.com

Engaging local market gardeners in Senegal, Morocco, Brazil and Indonesia

Quick facts



Type of procurement: **all-inclusive vacation resorts**



Year of inception: **2008**



Type of business: **Hotel**



Organisation name: **Club Med**



Number of staff: **25,000**



Country/region: **Senegal, Morocco, Brazil and Indonesia**



Procurement value: **178,000 USD since project inception**

Background information

Local supply was inadequate to meet Club Med resorts' demand for fresh produce for a number of reasons. For example, in some regions, **risks related to transport (political instability, regular road blockades) led to supply shortages; in Casamance, Senegal, suppliers were not necessarily able to provide fresh produce meeting Club Med expectations in terms of quantity or quality**, while also facing administrative limitations (inability to issue invoices or receive payments by bank transfers).

The challenge

Identify a long-term match between the local supply of fresh produce and the demand of Club Med resorts, that meets quality, quantity, diversity, and regularity expectations at reasonable costs, while ensuring fair remuneration for producers and redistribution of incomes to the local communities.

The strategy

Club Med entered into a partnership with the Non-Governmental Organisation Agrisud in 2008. AgriSud enabled local producers to supply Club Med villages by guiding them towards more sustainable land use, based on the principles of agroecology. More specifically, **the initiative intends to support women market gardeners in Casamance, Senegal; orchards in Asni and market gardening in the palm grove near Marrakech, Morocco; as well as market gardeners near Rio de Janeiro in Brazil and on Bali Island in Indonesia.**





The partnership between Club Med and Agrisud materialized with the following activities:

- Field missions to consider the potential demand and map those existing production systems and farms operating in a precarious situation;
- Local partnerships were set up accordingly to **accompany the technical upgrade of farms, support the matchmaking of farms with buyers, define the purchasing modalities** (nature of products, quantity, quality, delivery schedule, fair pricing etc.), engage with producers to **collaboratively develop forecast production tables and tariff grids**; as well as **group producers into commercial cooperatives**.
- **Agroecological¹ training** was provided to strengthen producers' technical capacities (including on issues such as bulk purchase of seeds, maintenance of irrigation systems, etc.) to produce vegetables in sufficient quantity and quality in a sustainable manner, considering local production constraints.
- **Management training and tools were made available** to local farmers on various themes such as accounting.
- **Club Med engaged its own staff** (sustainable development and procurement managers, chefs, hotel services managers etc.) to raise awareness on the partnership and connect them with producers, local NGOs and the Agrisud representatives;
- **Guests were also engaged** through on-site exhibitions, sale of cookbooks to support Agrisud activities, local farm tours, fundraising events run by the Club Med Corporate Foundation, etc.

¹ Agroecological agriculture (of which organic is one system) supports small farms that are diverse, integrated and use low levels of input to ensure the long-term balance between food production and the sustainability of natural resources

Impacts

Over 8 years, between 2009 and 2017:

- ➔ **407 micro enterprises were supported in 2017;**  x 407
- ➔ The total number of project beneficiaries (producers and their families) in the four countries reached 2 488 in 2017;
- ➔ The **cumulated revenue generated for the farmers since the project inception in 2009 is 1,622,000 USD;**  \$ 1,622,000
- ➔ Increasing share of local purchases in Club Med overall procurement (about 20% in 2017);
- ➔ **Increased tonnage of agroecological production in the four supported countries to reach 409 metric tons in 2017;** 
- ➔ In 2017, 32.3 metric tons were purchased by Club Med from supported micro businesses, bringing the total purchases from local micro enterprises to 129 metric tons between 2009 and 2017, **hence reducing CO2 emissions and costs related to the transport of supplies;** 
- ➔ Guests supported the efforts of Club Med in favouring sustainable procurement practices: fundraising among them helped finance four solar pumps (91,000 USD) in Casamance, Senegal and an irrigation system in Asni (Morocco).

"Thanks to the project, we found a market for our vegetables, which allowed us to organise the work of the women from the various neighbourhoods and expand our market gardening activity. Working conditions improved and the gardens became more dynamic and more attractive. (...) We've learnt new techniques and methods that have helped us improve our production and considerably reduce our expenses."

- Combé Badji, President of the Batiyaye GIE (Economic Interest Group), Diembering, Senegal



Lessons learned




Nurturing the partnership and engagement with local producers in the long run requires the continuous attention of the Sustainable Development Department and Group Purchasing Department, specifically to:

- ✓ Maintain regular dialog between Club resorts and producer consortia and agree on production schedules, purchasing commitments and prices at a sufficiently early point in the season;
- ✓ Ensure Club Med staff are aware that the project is not a philanthropic exercise nor a traditional procurement exercise, so that negotiation terms with local producers consider Club Med commitments and further support the development of local markets.



Garden of Etama, in Diembering (Casamance, Senegal)

For further information

-  <http://sustainability.clubmed/contribute/supporter-of-local-development/>
-  Contact person: Marie Helene Blanché, Process, Innovation & CSR Manager
-  Marie.helene.blanche@clubmed.com

Local communities engagement through the procurement of local food supplies in the Philippines

© rmmunes / Gettyimages

Quick facts



Type of procurement:
local food supplies



Year of inception: **2017**



Type of business: **Hotel**



Organisation name:
**El Nido Resorts –
Ten Knots Development Corporation**



Number of staff: **341**



Country/region: **Palawan, Philippines**

Background information

El Nido Resorts is a group of sustainable island resorts in the El Nido Town and Taytay municipalities in Palawan, Philippines. It comprises four island resorts and three estate hotels in the mainland which offers various tourist facilities and activities.

The resorts are located in an area that originally depended on farming and fishing – particularly in El Nido Town (41,606 inhabitants in 2015) and Taytay (75,165 inhabitants in 2015). However, tourism has now become a primary source of livelihood, growing at over 25% annually, with more than 200,000 tourists visiting the area in 2018.

The challenge

The popularity of El Nido as a prime tourist destination in the Philippines resulted in the rapid growth in tourist arrivals (200,000 tourists in 2018, approx. stays of 2.7 nights per guest) and led to an overall increase of the area's population – including locals. El Nido Resorts took up the challenge **to address an increasing food demand, while creating opportunities for the local communities** to generate income and engage throughout the food value chain.

The strategy

Not only did El Nido Resorts decide to create meaningful employment opportunities to hire locally and thus enable locals from El Nido and Taytay to earn a decent living and stay in their own community, the ambition was also **to support local food industries by specifically procuring from suppliers in the region**. The following actions support the El Nido Resorts local community engagement strategy:

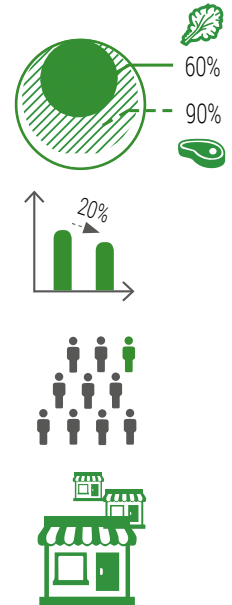
- In 2017, A Memorandum of Agreement between the Ten Knots Development Corporation and EL-Nido-based farmers guarantees that at least one ton of vegetables per week are supplied by local farmers to El Nido Resorts. While this agreement aims at encouraging more locals to venture into farming, 19 tons of vegetables per month are still sourced from other provinces in Luzon.
- Since 2006, **training for local farmers** has been delivered on El Nido Resorts demonstration site facility, a 4-hectare organic farm in El Nido Town to help improve the quality of their produce for long-term sustainability. In addition, since June 2018, A 22-day free course on horticulture and vegetable production is run by El Nido Resorts for 25 farmers in cooperation with the Technical Education and Skills Development Authority (TESDA).

El Nido Resorts also sponsors community competency training. For example, women from local barangays (villages) are trained in weaving to produce native bags and slippers, which are purchased by El Nido Resorts as room amenities - thereby ensuring ongoing demand.
- In collaboration with the Asian Conservation Foundation, a **mapping of available natural resources as well as local manpower** was conducted to identify the potential of local communities.

Impacts



- In El Nido Resorts – focus has been given to creating more sustainable menus, using local and seasonal food – **locally and organically produced vegetables comprise 60% of total kitchen purchases**; while **locally reared livestock comprise 90% of total kitchen purchases**.
- Procuring local food enabled an overall reduction of overall **food costs of 20% in 2016**.
- Choosing local suppliers also enabled to reduce transportation costs, and ultimately contributed to reduce GHG emissions.
- **Locals represent nearly 90% of staff** in El Nido Resorts.
- Engaging local communities on food supplies triggered the **creation of local SMEs** in the tourism industry, including in the production of local handicrafts, small-scale accommodations, and local transportation services. These new businesses nurture the development of the local tourism industry.



“Sustainability expressed in gastronomy is one of the challenges faced by resorts and hotels in hard-to-reach areas today. Global standards and tastes rise every single day. To be authentic, which better partners can one find than among the locals?”

- Mariglo I. Laririt, Director of Sustainability, Ten Knots Development Corporation



Lessons learned

- ✓ Ensuring quality, volume, and variety of supply in remote areas is a challenge best met by partnering with local producers, who will benefit from such mutual engagement as much as the resorts and hotels which they supply.
- ✓ Encouraging agricultural activities within protected areas like El Nido may contribute to unwanted impacts such as forest conversion and pressure on coastal fisheries. To limit as much as possible such negative impacts, large consumers like resorts and hotels have a responsibility to only partner with farmers and fishermen who abide by protected area laws and engage in nature-friendly practices.



Training course at the El Nido Resorts demonstration site facility.

For further information







- 🌐 <http://www.elnidoresorts.com/sustainability>;
<http://environment.elnidoresorts.com/>
- 📍 Contact person: Ms. Mariglo I. Laririt,
Director of Sustainability, Ten Knots Development Corporation
- ✉ marigs.laririt@gmail.com

Considering waste as a resource to re-think procurement requirements in the Maldives



© valio845/Cettyimages

Quick facts

-  Type of procurement: **fresh produce**
-  Year of inception: **2008**
-  Type of business: **Resort**
-  Organisation name: **Soneva**
-  Number of staff: **1,000**
-  Country/region: **Maldives**

Background information

With 1.3 million visitors per year, tourism is a major source of revenue for the Maldives, where Soneva operates two resorts. Due to its remote location, availability of local supplies is limited on the island, and food items are imported. This not only implies **high transport costs and lack of available fresh products; it also triggers the production of large amounts of packaging waste.**




Considering the lack of municipal waste facilities in the Maldives, waste is traditionally either burned in an open fire, or discarded where it eventually leaks into the marine environment.

The challenge

To preserve the natural beauty of the Maldives and its attractiveness for tourists, Soneva aims at minimising the amount of waste sent to landfill while sourcing fresh produce locally to the extent possible, hence preserving the quality and freshness of products used by hotels' chefs.

The strategy

In a collaborative effort between sustainability experts, gardeners, chefs, as well as procurement and finance managers, Soneva first launched its **Waste-to-Wealth Programme** in 2008. The initiatives conducted in this framework have expanded since then, and include:

-  **Food and garden waste are collected to create fertile compost** which is in turn used in local vegetable gardens where Soneva staff grow herbs and vegetables, hence providing chefs with the freshest ingredients;
-  To mitigate the high transport costs of recycling glass waste outside the Maldives, **Soneva Fushi's Glass Studio turns used glass bottles from Soneva resorts and other neighbouring hotels into functional pieces as well as glass sculptures;**
-  Extruded polystyrene foam packaging used for transport when importing food items is transformed into lightweight blocks, then used in construction.



The Soneva Glass Studio turns glass waste into glass pieces.

Impacts



- ➔ In 2017, Soneva recycled 90% of its solid waste;
- ➔ 12,500 glass bottles collected from Soneva and neighbouring resorts are saved from landfill per year;
- ➔ The Soneva herb & vegetable gardens produce over 100,000 USD worth of vegetables per year;
- ➔ The Waste-to Wealth Programme generated 340,000 USD of revenue in 2017, achieved from cost savings in both food procurement, as most fresh produce is grown locally, and in procurement of building blocks which are produced on site. In addition, revenue has been generated from the sales of artwork and functional glass pieces of the Soneva Fushi's Glass Studio.
- ➔ Improved quality of dishes served in Soneva restaurants, which have been praised by the guests;



x 12,500



= \$ 100,000



\$ 340,000



The Waste-to Wealth Programme has been replicated in all Soneva resorts in the Maldives and Thailand.

"We view waste as an asset (...). We created the Waste-to-Wealth as a departmental profit centre to prove that handling waste in a sound way can make financial sense too".

- Arnfinn Oines, Social & Environmental Conscience



The Soneva herb & vegetable gardens.



Lessons learned

- ✓ A robust waste management strategy combined with a **focus on innovation** were key to the success of the Waste-to-Wealth Programme;
- ✓ Focusing first on the high-volume items such as food and garden waste served as a proof-of-concept before scaling up the initiatives under the Waste-to-Wealth Programme and investing in waste management equipment.

For further information



<https://www.soneva.com/about-us>
<https://vimeo.com/302792356>



Contact person: Arnfinn Oines,
Social & Environmental Conscience



arnfinn@soneva.com

Accompanying local suppliers in transforming their farming practices in Mauritius

© jaochainoi/Gettyimages

Quick facts



Type of procurement:
local fresh vegetables



Year of inception: **2017**



Type of business: **Hotel**



Organisation name:
Attitude Hospitality Ltd



Number of staff: **1,500**



Country/region: **Mauritius**

Background information

Although Mauritius is considered as a net-food importing country by the World Trade Organization, the agriculture sector with some 9,000 small-scale farmers¹ is involved in vegetable and fruit production of about 115,000 tonnes of food crops in Mauritius annually.

The introduction of the Use of Pesticides Bill² in 2018 was a landmark in the agricultural sector in Mauritius, as it is the first legislation to control the use of pesticides in agricultural practices. The Bill aims at regulating, controlling and monitoring the importation and use of pesticides in or on certain fresh fruits, plants, seeds or vegetables with a view to, inter alia, minimise risks to human health and the environment.

The challenge

With respect to its environment policy and the Travelife Certification³ awarded to its 9 hotels, the Attitude Group decided to procure local fresh produce, grown in accordance with sustainable practices, rather than importing food. While reducing its environmental impacts, offering safe, healthy and high-quality food to guests remains of utmost importance to Attitude Group.

The strategy

In 2017, Attitude Group launched its sustainable procurement strategy, involving the sustainability, procurement and operations departments. The strategy is articulated around the following initiatives:

- Decision was made to source part of its vegetables and fruits from the supplier MP Green Life Ltd, **a local farm within 10-15 miles from two Attitude hotels, growing a mix of hydroponic⁴ and traditional farming methods with controlled pesticide use.**
- Since 2017, **awareness sessions have been delivered** by the Responsible of CSR & Sustainability Development to approximately 50 suppliers including vegetable and fruit farmers suppliers, in order to inform them and raise awareness on Attitude's vision and sustainable approach;
- **Monitoring visits to suppliers** are conducted by the Attitude Food Hygiene Officer from the Risk & Compliance department in collaboration with the Procurement department;
- In March 2017, Attitude participated in the Switch Africa Green programme (Promoting Sustainable Local Agriculture through Green Retail and Green Hospitality)⁵ (SUS-AGRI). Its objective is to promote sustainable local food by transferring good practices and experiences of green retail & green hotel business to Mauritius to drive sustainable food consumption and production, add value to local food and improve the livelihood of small farmers. **In this context, local farmers currently supplying Attitude Group are assisted in obtaining the MauriGap standard.** MauriGap Standards⁶ is a framework for good agricultural practices on local farms and is adapted from international standards; it covers efficient use of resources, adoption of environmentally sound practices for natural resources, biodiversity preservation, pre and postharvest best practices, workers' health and safety; and agricultural waste recycling.

1 Source: <http://www.switchafricagreen.org/MA/index.php/k2/item/226-promoting-sustainable-local-agriculture-through-green-retail-and-green-hospitality>

2 Available at: <http://mauritiusassembly.govmu.org/English/bills/Documents/intro/2018/bill0618.pdf>

3 More information available at: <https://hotels-attitude.com/en/travelife-gold-award/>

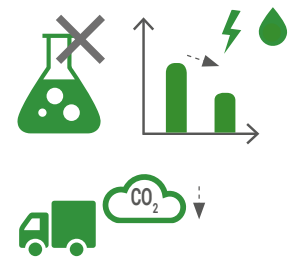
4 Hydroponic farming is the process of growing plants or crops in water without the use of soil. Hydroponic plant cultivation is widely considered more sustainable than regular farming as it uses around 90% less water and has minimal footprint.

5 More information available at: <http://www.switchafricagreen.org/MA/index.php/k2/item/226-promoting-sustainable-local-agriculture-through-green-retail-and-green-hospitality>

6 More information available at: [http://www.govmu.org/English/News/Pages/Agro-Industry-Minister-launches-National-campaign-on-MauriGAP-Standard-\(MS-1842015\)-Level-1-.aspx](http://www.govmu.org/English/News/Pages/Agro-Industry-Minister-launches-National-campaign-on-MauriGAP-Standard-(MS-1842015)-Level-1-.aspx)

Impacts

- ➡ In a period of four months, between September and December 2017, the volume of procurement from MP Green Life Ltd. has tripled compared to the same period in 2016 (14,905 USD in 2016 vs. 42,826 USD in 2017).
- ➡ **The hydroponic farming practice is free from pesticides and chemical fertilizers** and the drip irrigation enables **water and energy savings**;
- ➡ MP Green Life Ltd is based 10-15 miles from two hotels wherein fresh produce are supplied, thus **reducing the transportation carbon footprint**;
- ➡ Choosing vegetables grown according to hydroponic practices did not generate additional costs: MP Green Life Ltd and Attitude agreed on prices equal to traditionally-grown vegetables, against a commitment to increase volumes procured by Attitude.



"Our farming activity is growing thanks to Attitude group, which acts as a facilitator in our sustainable approach".

- Mr Mayeven Poinen, farmer, MP Green Life Ltd






Tomato Plant in greenhouse, grown by farmer, MP Green Life Ltd.



Lessons learned

- ✓ To address the lack of certified farmers in the vicinity of hotels and resorts in Mauritius, **it is critical to engage with local farmers and suppliers and accompany them in adopting more sustainable practices.** For example, Attitude encouraged local suppliers to attend the training delivered by the Food and Agricultural Research and Extension Institute (FAREI) and to obtain the MauriGap certification.
- ✓ Sustainable products such as hydroponic-grown vegetables can imply higher costs; engaging in a partnership with the supplier based on a win-win agreement, whereby prices are capped against the commitment of increased volumes of purchases by the hotel has proven successful.

For further information

-  <https://hotels-attitude.com/en/green-attitude-foundation/>
-  Contact person: Pamela Mungapen,
Responsible CSR and Sustainable development
-  pamela.mungapen@hotels-attitude.com

Recommendation 2



Empowering travellers to drive change is critical to achieve transformation

When choosing a holiday destination, travellers do not yet consider sustainability as a key selection criterion. However, more and more tourists appreciate authentic experiences, local cuisine, excursions mindful of the local fauna and flora etc. **Travellers and consumers may become a driving force to influence the procurement decisions of the tourism professionals by demanding more sustainable products and services.** Awareness raising among travellers on the impacts and benefits of sustainable tourism is critical.

Similar to signs calling upon travellers to reuse sheets and towels, messaging at buffets encouraging guests to “take only as much as you can eat” could also promote thoughtful behaviours. Communication campaigns about refusing plastic straws have proven successful in a number of destinations – as long as proper information and alternatives are made available.



In 2019, UNEP and UnSchool developed **Anatomy of Action**²⁴, a media toolkit which maps out the core actions people can take to reduce their environmental footprint – while showing that sustainable living is attainable, fun and cool. For instance, it illustrates how being a conscious and ethical traveller has positive impacts for the communities one visits and for one’s personal wellbeing.

UNEP developed the **Green Passport campaign**²⁵, which aims to enhance sustainable tourism supply and demand at tourism destinations by encouraging the development of appropriate products and services and responsible promotional campaigns. It also raises awareness of travellers and local residents to contribute to sustainable tourism development at the destination, by making more responsible consumption choices and promoting forms of tourism that respect the local environment and cultural values, and that deliver economic and social benefits to host communities.

In the Caribbean region, the UNEP campaign on phasing out problematic single use plastic products²⁶ aims to raise awareness of travellers and businesses on their role in reducing the use of single-use plastic products and improving plastics management.

The **Think-Eat-Save campaign**²⁷, launched by UNEP together with FAO and a range of other partners in 2013, works to raise awareness and mobilize action around the SDG Target 12.3, to halve food waste at retail and consumer level and reduce food loss across the supply chain by 2030. The Think Eat Save website provides a one-stop shop for news and resources on food waste prevention activities around the world. The **Think-Eat-Save Guidance**²⁸, aimed at governments, local authorities and businesses, provides a complete approach to designing and implementing food waste prevention programmes.

Successful practices:



Replacing single-use plastic bottles in Asia

44



Reduction of single-use plastics in the hotel industry in Cyprus

46



Replacing single-use plastic bottles in Asia

Quick facts



Type of procurement: **reusable bottles and mobile water refill stations**



Year of inception: **2017**



Type of business: **Travel organizer**



Organisation name: **Buffalo Tours**



Number of staff: **over 500 staff and thousands of local agents and operators**



Country/region: **Vietnam, Cambodia, Thailand, Burma, Laos, China, Hong Kong, Singapore, Malaysia, Indonesia and Japan**



Procurement value: **250,000 USD (2017-2018)**

Background information

During the International Year for Sustainable Tourism for Development in 2017, Buffalo Tours recognized that the tourism industry has a massive impact on the proliferation of plastic waste – in particular in Southeast Asia where recycling facilities and infrastructure are lacking.

The challenge

To ensure the well-being and comfort of guests, tour companies must supply travellers with safe, cool and convenient drinking water. However, providing every guest with several disposable water bottles on a daily basis quickly amounts to an ecological disaster. Buffalo Tours has therefore decided to offer guests the option of refilling reusable bottles from coolers instead, with the following objectives:

- Reduce the amount of plastic waste sent to landfill;
- Ensure that water bottles are made from safe materials, reducing the risk of harmful plastics or chemicals;
- Raise awareness of customers on environmental protection using a branded reusable water bottle.

The strategy

A refillable water bottle is offered at the start of the trip. Water to refill bottles is provided at hotel checkpoints for multiday tours. Bottles are labelled with the client's name on it to help raise awareness, acceptance and individual responsibility, while also educating travellers about the environmental challenges caused by plastic waste. Any excess plastic that is still generated by guests is disposed through recycling centres.

To meet key concerns from agents and operators on providing safe, cool and convenient drinking water, Buffalo Tours has also developed a mobile water refill station. This station keeps the sealed water tank cool for up to 4 days.



Reusable bottles.

Impacts



In 2017, over 200,000 disposable water bottles were eliminated.



The production of these bottles is equivalent to the emission of 17,800 Kg of CO₂¹.



For 2018, a reduction of over 1,000,000 bottles is targeted.



Tender specifications

Each mobile water refill station set consists of:

- ✓ Stainless iron inner tube with capacity to hold a 25-litre sealed purified water container;
- ✓ Stainless steel lid with centred hole for a 25-litre sealed purified water container neck and pump;
- ✓ Foam outer insulation tube compressed up to 30 times, the same material surf boards are made of;
- ✓ Foam insulation lid with centred hole for neck and pump;
- ✓ Pull-over bag, which protects the foam and is easy to clean or replace, allowing them to be branded by Buffalo Tours or individual agents;
- ✓ A manual pump has been chosen to avoid recharging and battery waste.

"We have a duty to keep our guests hydrated and happy, but we also have a duty towards the environment. By offering travellers an alternative to single-use plastic bottles, even if we only save one bottle per person each day, it has a huge impact."

- Peter Christiansen, Country Manager, Buffalo Tours Indonesia




Lessons learned

- ✓ Most travellers will only use refillable water bottles if the dispensed water is perceived to be safe, cold, and convenient. **It is therefore critical to alleviate travellers' safety concerns.** In addition, as most agents are not keen to support additional costs, **it is recommended to provide such refillable water bottles free of charge.**

¹ Source : Kauertz et al. (ifeu GmbH) – PET Ökobilanz 2010.

For further information

 <https://www.buffalotours.com/responsible-travel-at-buffalo-tours/>

 Contact person: Malte Blas, Communications Consultant
 malteblas@outlook.com

Reduction of single-use plastics in the hotel industry in Cyprus

Quick facts



Type of procurement: **reduction of single-use plastics**



Year of inception: **2011**



Type of business: **Tour Operators and Hotels**



Organisation name: **Travel Foundation**, in partnership with the Cyprus Sustainable Tourism Initiative (Non-Governmental Organisation) and Thomas Cook (supporting the data collection processes)



Number of staff: **26**



Country/region: **Resorts of Paphos, Protaras and Ayia Napa, Cyprus**

Background information

Cyprus produces around 570,000 tonnes of waste annually, 88% of which goes to landfill due to limited recycling facilities on the island. At an individual level, 468kg of solid waste is produced per person in residential areas and 679kg per person in tourist areas indicating that tourists produce more waste than the residents of Cyprus. Much of the waste from tourism is generated within the hotel sector where tourists spend the bulk of their holiday time.

The challenge

In May 2009, the Travel Foundation in collaboration with the Cypriot Hotel Industry held a two-day multi-stakeholder conference which gathered hotel associations, hotels representatives and other key actors within the sector. The objective of the conference was to find solutions to reducing solid waste in the hotel sector. Hoteliers highlighted plastic waste as a key area to address first due to ongoing tourist concerns around levels of beach litter.

The strategy

28 hotels from the resorts of Paphos, Protaras and Ayia Napa agreed to take part in the project. Visits were conducted to each of them to present the project scope, help with **the identification of plastic reduction initiatives relevant to each individual hotel, provide training to hotel staff to implement such initiatives, and develop customer communications and training plans for use and implementation by hotel staff.**






The plastic reduction initiatives included:

- ➔ Replacing one-use plastic cups with multi-use durable cups around the pool area;
- ➔ Replacing bottled water with drinking water dispensers and durable cups;
- ➔ Stopping the use of bin liners in bedrooms and using in bathrooms only;
- ➔ Training hotel employees to use plastic liners of the correct size and thickness;
- ➔ Changing plastic liners only when soiled;
- ➔ Considering alternative options to wrapping glasses in plastic in bathrooms;
- ➔ Discontinuing the wrapping of fruit baskets with plastic;
- ➔ Using refillable dispensers rather than individual packaging for soap and shampoos;
- ➔ Providing straws only when requested from hotel guests;
- ➔ Purchasing cleaning materials in bulk.

Impacts



Between June and October 2011, achievements in the 28 participating properties representing 3,640 beds included:

- ➔ **Reduction of the total number of plastic items hotels used by an average of 19%** which equates to a 31% reduction in mass (i.e. 27.5 tonnes). 
- ➔ Hotels used **793,916 less bottles of water** which equates to a 69% reduction in the number of items and a 67% reduction in terms of volume. 
- ➔ **A total reduction of 1,215,780 straws** – 37% less in terms of items and volume. 
- ➔ **A total reduction of 451,558 bin liners and bags** – 19% less in terms of items and 20% less in terms of volume. 
- ➔ Hotels achieved a **cost saving of €111,000** by reducing their plastic consumption. 
- ➔ High engagement of customers: a survey has demonstrated 98.4% of customers thought the project was a good idea and 93% would like to see it rolled out in other destinations.

The reduction in volume of plastic items used indicate that overall, less waste was sent to landfill, hence reducing the risks of leakage to the marine environment.



Lessons learned

- ✓ The project has been very successful in demonstrating that **significant reductions can be made in the disposal of plastic from hotels with very little financial outlay** (most of the actions were based on the elimination of plastic items and staff training) **while generating important financial savings for the businesses involved**. It has proven that significant results can be obtained working with hotel chains when senior managers are fully engaged and prepared to communicate the importance of the project from the top-down.
- ✓ One of the most common barriers to engaging hotels in waste reduction initiatives is proving that the actions taken will not have a negative impact on their guests' holiday experience. For example, it is assumed that all guests will want their own water bottle or will want to have a straw in their drink. This project demonstrates that, **provided good communication is in place, changes can be made without impacting negatively on the customer experience. In fact, such changes can influence customers' perceptions of a business in a positive way.**

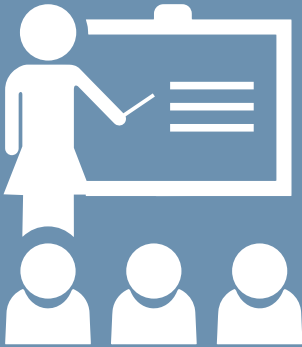


Replacing single use plastic cups with multi-use cups at Ascos Coral Beach, Paphos, Cyprus

For further information

- 📍 Contact person: Julie Middleton,
Head of Sustainable Practice, The Travel Foundation
- ✉ julie.middleton@thetravelfoundation.org.uk

Recommendation 3



Capacity building initiatives

towards corporate buyers and staff are required to accelerate the adoption of sustainable procurement practices

Capacity building initiatives on sustainable and circular procurement solutions should aim to:

- ➔ **Develop and disseminate generic tender specifications** relevant to tourism activities, inclusive of circular provisions. For instance, criteria could cover the purchase of more sustainable food ingredients and drinks (including less but 'better' meat (pasture-reared, local, organic), sustainable seafood, local, organic and seasonal produce); or the purchase of alternative products to single-use plastic items.
- ➔ **Develop gender-based capacity building opportunities** to facilitate the integration of businesses owned or led by women in the tourism value chain.
- ➔ **Train staff on food waste prevention**, e.g. safe preparation of food surplus for redistribution, the development of a partnership with a local food bank to collect surpluses, use of food waste tracking and analytic software, smart menu planning (computer-based recipe management).
- ➔ **Develop and disseminate technical guidance to procure more efficient cooling equipment**, including guidelines on cooling equipment installation to best plan major refurbishments or the construction of new tourism complexes. The end-of-life management of the cooling equipment should be planned in advanced as well.

Moving forward



UNEP has developed guidance, projects and initiatives that contribute to capacity building and knowledge dissemination to advance sustainable procurement. UNEP published in 2018 the report **Building circularity into our economies through sustainable procurement**²⁹. The document aims to introduce the role that sustainable procurement can play to accelerate the transition to a circular economy and the shift towards more sustainable patterns of consumption and production. The document intends to inform dialogues on how best to bring more circularity in our economies, by describing the different approaches to promote circular supply chains by procuring more circular products, materials and services, as well as to promote new business models based on innovative and resource-efficient solutions.

UNEP also works at global and national level on the plastics value chain. At global level, UNEP collaborated with partners under the project “*Addressing marine plastics, a systemic approach*”, funded by the Global Environment Facility (GEF). The project aimed at capitalizing a baseline of knowledge on marine plastics sources, pathways and environmental impacts, and covers macroplastics and microplastics. It includes products and sectors commonly procured in the tourism sector, such as single-use plastics products and packaging, cosmetics and personal care, textiles, construction material. Three publications are available: **Addressing marine plastics: a systemic approach, stocktaking report**³⁰ and **Mapping of global plastics value chain and plastic losses to the environment**³¹. They constitute knowledge sharing efforts on plastics and are followed by recommendations for systemic actions to support innovative solutions and bring circularity in the plastics value chain in the report **Addressing marine plastics: a systemic approach**³².

The UNEP United for Efficiency initiative³³ supports countries in transforming their markets to energy-efficient lighting, appliances and equipment. It promotes an Integrated Policy Approach, including the development of minimum energy performance standards (MEPS), labelling, and environmentally sound management. Procurement specifications play a key part of the approach, by encouraging high consuming sectors, such as hotels in tourist areas, to switch their electricity consuming products to highly efficient products. United for Efficiency is developing model procurement specifications based on input received from a range of partners, including environmental groups, regional energy efficiency centres, governments and manufacturers. United for Efficiency advances the wider adoption of sustainable procurement as the initiative:

- Released in 2019 a new Model Regulation Guidelines for room air-conditioners³⁴ which can help define procurement specifications adapt them for use by the tourism sector for bulk procurement and develop 'cooling as a service' business models³⁵. Model regulation guidelines on consumer lamps³⁶ and refrigerating appliances³⁷ are already available.
- Showcases best practices by hotels in countries such as through the Promoting Energy Efficiency in the Pacific project³⁸.
- Supports the adoption of best practice actions for improving operations and maintenance practices (e.g. higher default temperature set points when rooms are un-occupied, requiring housekeeping and maintenance personnel to clean heat exchangers, remove refrigerators from enclosures)³⁹.

The One Planet Network⁴⁰ offers a platform where six programmes (Public Procurement; Consumer Information; Tourism; Lifestyles and Education; Buildings and Construction; Food Systems) pool expertise and resources from hundreds of organizations across civil society, government, academia, and the private sector to help organizations achieve their sustainable consumption and production priorities. As the platform for SDG 12, the One Planet Network provides a library of resources on sustainable consumption and production including research, case studies, toolkits and other guidance, project documents, communication and awareness raising material, as well as important policy documents from countries and regions, on which policy makers and businesses may build initiatives to further leverage sustainable procurement to improve resource efficiency in the tourism value chain.

Successful practices:



Convening tourism stakeholders to develop sustainable procurement guidance

51



Phasing out single-use plastics in meetings & events operations

53

Guideline



Convening tourism stakeholders to develop sustainable procurement guidance

© SNeGr7/Gettyimages

Quick facts



Type of procurement:
procurement guidelines



Year of inception: **2012**



Type of business:
Not for profit organisation



Organisation name: **International Tourism Partnership (ITP)**



Number of staff: **11**



Country/region: **Global**

Background information

Rising carbon emissions are accelerating climate change with devastating impacts on communities and biodiversity. The hotel industry already accounts for around 1% of global emissions and this is set to increase as the hospitality industry continues to grow⁴.

The International Tourism Partnership works with leading hotel groups worldwide to drive sustainability by sharing best practices, offering practical products and programmes and facilitating collaboration in one of the world's biggest industries. Hoteliers around the world, however big and small, have access to resources at no cost, enabling them to drive their own responsible business agendas.

The International Tourism Partnership's members are BC Hospitality Group, Caesars Entertainment, Deutsche Hospitality, Four Seasons Hotels and Resorts, Hilton, Hyatt, Indian Hotels Company Ltd, InterContinental Hotels Group, Marriott International, NH Hotel Group, Radisson Hotel Group, Scandic Hotels, Soneva, and Wyndham Hotels and Resorts.



International
Tourism
Partnership

The challenge

Purchasing decisions can have significant environmental and social impacts, particularly for the tourism and hospitality sectors, which often find themselves under pressure to import large numbers of goods, including food, from distant countries to cater for guests' demands. Hotels' supply chains are often global, complex and influenced by multiple financial, quality and management factors. This complexity makes it difficult to create a level playing field where all companies can apply similar solutions to reduce their impact. Furthermore, procurement processes in hotels are often decentralised and do not provide the critical mass necessary to have decision leverage with suppliers.

The strategy

The International Tourism Partnership has published **several guidelines and factsheets on this topic, which are available to its member companies and the wider hotel industry:**

- ➡ Know-how guide on reducing and managing food waste in hotels²
- ➡ Know-how guide on sourcing sustainable food in hotels³
- ➡ Know-how guide on responsible procurement⁴
- ➡ Know-how guide on sustainability in the kitchen – food and drink⁵
- ➡ ITP Manual: Environmental management for hotels – Chapter 7: Purchasing and Supply Chains⁶

The International Tourism Partnership is currently working with the hotel industry to identify commodities that have the most impact on climate change, water resources and human rights to create sustainable alternatives. This work will include procurement, on which ITP will develop recommendations that will enable hotels and hotel chains to identify environmentally and socially preferable products in a practical manner when making purchasing decisions.

Impacts



These guidelines and factsheets are available for the whole industry through the Green Hotelier website⁷, which receives **more than 20,000 unique visitors each month.**






"Our unique collaboration with leading hotel brands gives us the ability to discuss and influence good practices in procurement across our member companies. By enabling pre-competitive dialogue and collaboration, we strive to create impact by increasing the corporate demand for responsibly produced goods and services worldwide. Thanks to the reach and power of our collective, each step we will take on sustainable procurement will generate a multiplier effect."

- Madhu Rajesh, ITP Director

-
- 1 Source: International Tourism Partnership.
 - 2 <http://www.greenhotelier.org/know-how-guides/reducing-and-managing-food-waste-in-hotels/>
 - 3 <http://www.greenhotelier.org/know-how-guides/sourcing-sustainable-food-in-hotels/>
 - 4 <http://www.greenhotelier.org/our-themes/responsible-procurement/>
 - 5 <http://www.greenhotelier.org/our-themes/community-communication-engagement/sustainability-in-the-kitchen-food-drink/>
 - 6 <http://www.greenhotelier.org/our-manuals/environmental-management-for-hotels/chapter-7-purchasing-supply-chains/>
 - 7 <http://www.greenhotelier.org>

For further information

-  <https://www.tourismpartnership.org/>
-  Contact person: Nicolas Perin,
Programmes and Partnerships Manager
-  Nicolas.perin@bitc.org.uk

Phasing out single-use plastics in meetings & events operations



© shironosov/Gettyimages

Quick facts



Type of procurement:
replacing single-use plastic items



Year of inception: **2018**



Type of business: **Hotel**



Organisation name:
Radisson Hotel Group



Number of staff: **100,000**



Country/region: **Global**

Background information

Approximately 6,300 million tonnes of plastics are estimated to have reached end-of-life since the start of mass production in the 1950s. With only around 9% of global plastics waste recycled and 12% incinerated, and the fact that plastic is extremely durable, the majority of these plastics are accumulating, either in landfills or in the environment.

Environmental impacts range from short-term impacts, such as the entanglement of animals, to longer term impacts, such as the bioaccumulation of toxic compounds in the food chain. Over 500 species are known to be affected by ingestion, entanglement and ghost fishing, with over 800 species affected if dispersal by rafting and habitat effects are included¹.

The challenge

More than one million meetings² take place at Radisson Hotel Group worldwide each year.

To respond to the call of UN Environment to ban plastic pollution at the 2018 World Environment Day³, **Radisson Hotel Group set up the objective to ban single-use plastics in meetings and events organised in its premises by 2020, and raise awareness among corporate guests and inspire similar initiatives around the world.**

The strategy

Radisson Hotel Group plastics strategy covers the following items, i.e.: water bottles, wrappings of branded candy, straws, other food & drink packaging and branded pens.

Solutions to tackle the phase-out of single use plastics involve various teams, including the Sourcing, Branding, Operations and Responsible Business teams. While some alternatives to single-use plastic are sourced at corporate level, most of them need to be procured locally. **Brand standards were amended accordingly, and employees trained to source alternative solutions.**

In addition, The Sourcing team:

- ➔ Engaged with existing suppliers and **challenged them to provide sustainable solutions and alternatives** and set incentives for successes achieved;
- ➔ Worked closely with suppliers to set a road map to replace single use plastics with alternatives at a global level and negotiate collection and recycling of packaging as part of the supplier contracting in the Requests for Proposal;

¹ Source: United Nations Environment Programme (2018): Addressing marine plastics: a systemic approach. Available at <https://gefmarineplastics.org/publications/addressing-marine-plastics-a-systemic-approach-stocktaking-report>

² Estimate based on business volume of average hotel

³ More information is available at: <https://www.unenvironment.org/interactive/beat-plastic-pollution/>

- ➔ Provided guidance to hotels to proceed with proposed alternatives, for example for the installation of in-house water filtration systems;
- ➔ Identified new suppliers e.g. for the material for the branded candy wrappers, for in-house bottled water or for pencils;

The Responsible Business team also **engaged with guests to raise awareness on the activities around tackling issues of plastic waste, with the #Refusethestraw campaign**⁴.

Impacts

- ➔ **Changing the brand standards allowed the group to implement the solutions globally.** An example of this are branded pens which have been replaced by pencils and the giveaway sweets, which are now wrapped in eco-friendly, wood-based foil branded wrappers.
- ➔ In 2018, 162 Radisson Hotels were equipped with filtered water systems. An in-house bottled glass water bottle (1 Liter) typically saves 82.8 g of CO₂. Considering that an average hotel uses 39,000 water bottles in meetings & events, **this amounts on average to 3.2 tons of CO₂.**
- ➔ Even the simple act of encouraging guests to refuse plastic straws has had a major effect. Radisson hotels in the Middle East, Turkey and Africa are already on target to see a drop in plastic straw use of 90%, equivalent to a **reduction of 6.5 million in one year.**



Lessons learned

- ✓ **Education of the teams is critical to allow the uptake by staff of the Radisson Hotel Group environmental agenda.** In the EMEA region, approximately 70% of all staff have been trained in 2017, in various topics of Responsible Business. The training contains simple examples of how to make habits more responsible and build a culture of Responsible Business. An advanced level of training is given to the management-level staff.
- ✓ **Cost of replacing plastic products with a plastic-free solution needs to be clearly defined.** Engaging with suppliers to find suitable solutions which are in line with cost expectations is significant. Conversations are ongoing with global leading bottled water producers about the cost-efficient availability of plastic free solutions in specific geographical areas like India and China.

"We, at Radisson Hotel Group, strive to minimize the amount of plastic used in our operations (...). We encourage our hotels to find innovative solutions and contribute to the increasing global awareness to ban single use plastics."




- Inge Huijbrechts, Global Senior Vice President Responsible Business and Safety & Security



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⁴ More information is available at: <https://blog.radissonblu.com/refuse-the-straw/>

For further information

-  <https://www.radissonhotelgroup.com/responsible-business>
-  Contact person: Sven Wiltink, Director Responsible Business EMEA
-  sven.wiltink@radissonhotels.com

Recommendation 4



the role of **certifications and consumer information tools** is key to support the adoption of sustainable procurement practices, as they guide consumers and procurers to make better choices and recognize progress made in offering more sustainable options.

Certifications and consumer information tools can not only be used as a driver to ease, guide and help measure the adoption of sustainable procurement practices, but they also contribute to:

- ➔ **Complement and strengthen technical measures** implemented by tourism professionals such as resource-efficient air-conditioning units, by providing guidance on the recommended comfort temperature range to guests manipulating the equipment.
- ➔ **Agree on and implement performance standards** for products and services such as cooling equipment.
- ➔ **Provide a common framework to certify** not only products, but also technicians to increase capacity in installing and maintaining sustainable equipment, such as efficient cooling appliances – and hence extending the lifetime of such equipment.
- ➔ **Strengthen the uptake of circularity in procurement** by incorporating circular concerns, such as “take-back” provisions in certifications’ standards.



The UNEP Consumer Information and Ecolabelling Programme works to accelerate the world's transition towards more sustainable consumption and production policies and practices by increasing the availability of reliable information to guide consumers' decision-making.

In doing so, UNEP addresses both the supply and demand sides. Consumer information is used as a tool for producers to manage their production processes more sustainably and improve their sustainability performance over time; it is also a tool for consumers to make informed choices around product purchase, use, and end of life.

To strengthen good practices and build international understanding and consensus in this field, **UNEP and the International Trade Centre (ITC) launched the Guidelines for Providing Product Sustainability Information**⁴¹. The Guidelines provide companies with ten high-level principles to follow when communicating with consumers, five of them fundamental, to avoid greenwashing, and five of them aspirational, to encourage ambition, improvement and sustainability leadership over time. Some 28 companies and standard-setting bodies have already applied these principles to their claims in a road-testing exercise, self-assessing their claims' performance against these. Companies found the Guidelines a useful support for developing and improving their sustainability communications. Auchan Retail España stated: *"The Guidelines have offered us a clear learning on how to communicate the sustainability attributes of our products to consumers and the exercise was a turning point for a deep reflection on such communication."* Case studies⁴² detailing how the companies and standard setters self-assessed their claims against the ten principles, including strengths and areas for improvement, are accessible online and serve as examples for other organizations working in this field. Common challenges included space on packages, the complexity of product sustainability information, or how to incentivize consumers to change their behaviour and measure it. Corporate buyers have certainly a role to play as they leverage their purchasing power to help create a market for certified products and so contribute to making them better known by the general public. Further, the Guidelines can serve as a reference for corporate procurers when developing criteria to assess the quality of product sustainability information for purchasing purposes.

The Guidelines are a key output of the Consumer Information Programme⁴³ of the One Planet Network. The programme works as a global platform on consumer information, building synergies among partners and replicating and scaling up good practices.

Successful practices:



Use of third-party certifications to procure sustainable seafood

58



Encouraging sustainable procurement practices through the use of third-party certification schemes

60



Use of third-party certifications to procure sustainable seafood

Quick facts



Type of procurement: **procurement of sustainable seafood**



Year of inception: **2014**



Type of business: **Hotel**



Organisation name: **Hyatt¹**



Number of staff: **120,000+**



Country/region: **Global**

Background information

Around 90 % of global fish stocks are overfished or fished to their limit². 20% of fish stocks are sourced from illegal, unregulated, and unreported sources, and nearly one in three seafood items are mislabelled. With the global population and demand for food rising, there is an urge to collectively change to more sustainable, responsible, and traceable practices if we are to continue relying on marine resources.

The challenge

- **Seafood purchasing for hotels is highly decentralized** – hotels have unique menus and generally each team procures its own seafood. **This means Hyatt frequently cannot leverage large volume contracts for more sustainable options.** This can make sustainable sourcing complicated because seafood ecolabels range in rigor and scope, and the ability to provide sustainability information varies across suppliers.
- **Seafood supply chains are complex** – seafood products can change hands multiple times, be transported around the world in different phases of processing, and be combined or mixed with other products from different sources. It can therefore be difficult for a hotel to determine where products originate. In addition, there are no global standards or requirements for record management throughout the supply chain.
- **Sustainable options are not always available in many of the regions in which Hyatt hotels operate.** This is due to several reasons, including regional fisheries and farms exporting certified products rather than selling domestically, limited market demand for more sustainable products, and a general lack of awareness around seafood issues.
- Identifying endangered species is not straightforward. The scientific name of the species associated with the seafood product is necessary to evaluate the status of that species, but seafood is often sold with only a regional common name or general product description. There is also often conflicting or misleading information on endangered statuses, and many regionally common seafood items do not have enough scientific information to determine the status of those species.

The strategy

Hyatt has been working to increase the percentage of global seafood purchased from responsible sources and has been collaborating with World Wildlife Fund (WWF) since 2012. The Hyatt strategy includes the following approaches:

- **Strive to increase the purchase of seafood from sources that are certified by credible, third-party audited standards** that provide an auditing trail back to the fishery or farm;
- **Strive to increase the purchase of seafood from and provide support to fishery improvement projects (FIPs) and aquaculture improvement projects (AIPs)** working on time-bound, science-driven improvement projects. Hyatt is an active participant of the WWF's Fishery Improvement Project³, which involves engaging with suppliers, governments, and other key stakeholders to influence action, as well as funding and purchasing seafood from these fisheries and farms;
- **Reduce the impact of procurement on the most vulnerable species so those populations have a chance to rebound;**

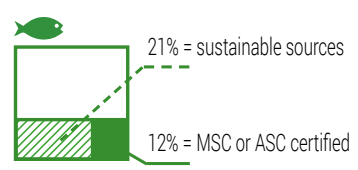
¹ For convenience only, the term "Hyatt" as used in this document refers to Hyatt Hotels Corporation and/or one or more of its affiliates and/or one of more hotels managed, franchised, or licensed by Hyatt.

² Source: United Nations Conference on Trade and Development (2018), available at <https://unctad.org/en/pages/newsdetails.aspx?OriginalVersionID=1812>

³ More information available at: <https://seafoodsustainability.org/>

Impacts

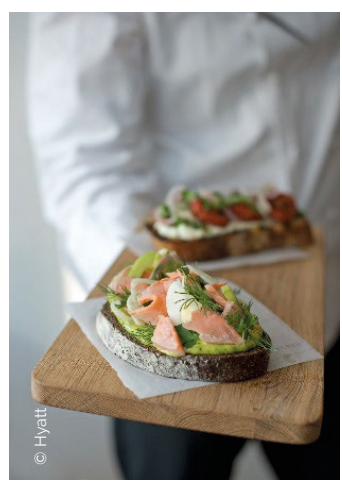
- ➔ As of 2017, 21% of Hyatt's global seafood purchase volumes came from responsible sources, with 12% from Marine Stewardship Council (MSC⁴) or Aquaculture Stewardship Council (ASC⁵) - certified sources.
- ➔ Awareness on sustainable seafood issues has increased among Hyatt colleagues, suppliers and guests.



Tender specifications

Hyatt's sustainable seafood sourcing criteria for fisheries and farms include the following:

- ✔ Seafood sourced from MSC⁴-certified fisheries or ASC⁵-certified farms.
- ✔ Active in comprehensive fishery improvement projects or aquaculture improvement projects moving toward MSC or ASC certification. The status of fishery improvement projects is made available at fisheryprogress.org.
- ✔ Given limitations in the availability of these options in certain cases, Hyatt also includes green listed items on regional WWF seafood guides, Naturland certification, Global Aquaculture BAP (2 stars or higher) certification, or GlobalGAP certification, while encouraging the shift toward MSC and ASC certification.



"The more restaurants, suppliers, and guests that get involved, the higher the impact will be."

- Chef Lucas Glanville,
Executive Chef and Director of Culinary Operations, Grand Hyatt Singapore



Lessons learned

Increasing overall responsible seafood purchases has quickly become a challenge at the global level due to difficulties gaining insight from suppliers and ensuring proper reporting. The approaches below helped to address these challenges:

- ✔ **Strong emphasis on training and awareness so that chefs and purchasing teams understand the importance of sustainable seafood.** In addition, Hyatt works with WWF to define what sustainable, responsible, and traceable seafood means for hotels, and organizes or participates in supplier engagement workshops to discuss sustainability in markets like the U.S., Japan, China, Korea, Chile, Peru, and the UAE.
- ✔ Hyatt prioritizes sourcing seafood from MSC and ASC sources, supported by Chain of Custody certification throughout the supply chain that enables traceability back to the fishery or farm. **Direct suppliers are encouraged to gain chain of custody certification to gain a better visibility into where seafood comes from.**
- ✔ Hyatt has undertaken studies with WWF in key markets like the U.S., India, Hong Kong, and Shanghai to determine the sustainability status of seafood in those markets, how to positively influence suppliers and seafood sources, and how to improve data gathering to influence increased traceability in Hyatt supply chains.

⁴ <https://www.msc.org/>
⁵ <https://www.asc-aqua.org/>

For further information

CERTIFICATION



Encouraging sustainable procurement practices through the use of third-party certification schemes

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Quick facts



Type of procurement:
use of certifications incorporating provisions on sustainable procurement practices



Year of inception: **2015**



Type of business:
Integrated Tourism Group



Organisation name: **TUI Group**



Number of staff: **70,000**

Background information

Today, travel and tourism account for 9% of the world's GDP. And it is set to grow fast: the United Nations World Tourism Organization predicts that the number of international arrivals worldwide will grow from 1.1 billion in 2014 to 1.8 billion in 2030.

The TUI Group operates in 115 destinations, works with thousands of hotel suppliers, and owns or manages over 330 of these hotels with a global portfolio of over 241,000 beds. As the world's largest tourism business, the TUI Group recognises its responsibility to pioneer and influence change for more sustainable tourism.

The challenge

Research undertaken by the Federal Ministry of the Environment in Germany in 2015 found that 61% of consumers would prefer to book a sustainable holiday. TUI Group marketing research identified a similar trend, establishing that **half of all customers surveyed would be willing to book a more sustainable holiday, if available.**

In addition, when booking holidays, the preferred accommodation drives the decision of many travellers. As hotels is a deciding factor for customers, TUI Group took up the challenge to set clear targets on improving and monitoring sustainability performance for its hotels to reduce their environmental impacts and help maximise their local economic benefits.

The strategy

Under its Better Holidays Better World 2015-2020¹ strategy, TUI Group aims to deliver 10 million 'greener and fairer' holidays annually by 2020. 'Greener and fairer' holidays are defined as holidays taken in hotels that have achieved a sustainability certification recognised by **the Global Sustainable Tourism Council (GSTC)**². **Certification is central to the TUI commitment to offer more sustainable holidays, as it offers a credible way of demonstrating efforts of hotels to address social and environmental challenges via their sustainable procurement practices.** The Global Sustainable Tourism Council Criteria and Suggested Indicators for Hotels were created to come to a common understanding of sustainable tourism, and are the minimum that a hotel should aspire to reach.

Criteria pertinent to sustainable procurement practices include:

- **Provisions related to local procurement:** when purchasing and offering goods and services, the hotel gives priority to local and fair-trade suppliers whenever these are available and of sufficient quality; the hotel regularly audits its sources of supply of goods and services.
- **Provisions related to minimising negative impacts on the environment:** preference is given to products and suppliers with environmental certification – notably with respect to wood, paper, fish, other foods, and products from the wild; The hotel carefully manages the purchasing of consumable and disposable goods, including food, in order to minimize waste – especially from plastic.

1 More information available at: https://www.tuigroup.com/damfiles/default/tuigroup-15/en/sustainability/Reporting/TUI-Group-Better-Holidays-Better-World-strategy_EN-6fe1204e90342f321580a4eb81c7dc72.pdf

2 More information available at: <https://www.gstcouncil.org/>

Not only does TUI Group promotes the wider adoption of sustainable procurement practices by encouraging its hotels to aim for a GSTC-recognised certification, **the group is also supporting the certification programme Travelife**³. The TUI Group plays an active role on the Travelife Board, and in 2014 helped to develop new, stricter criteria for the scheme.




Travelife type 1 criteria include sustainable procurement provisions such as:

- ➔ When purchasing or replacing electrical equipment, the hotel demonstrates that low energy equivalent technologies were considered;
- ➔ As a part of purchasing requirements, suppliers are informed of the accommodation's energy management policy and requested to regularly inform the hotel about their initiatives aiming at reducing their energy consumption;
- ➔ All items of equipment containing hazardous chemicals (refrigerants, coolants etc.) are identified in a register and assigned an "end-of-life plan" that commits to replacing the equipment with less harmful, more resource efficient alternatives;

Impacts

- ➔ In 2018, the number of customers staying in hotels certified by a GSTC standard increased by 11.9% reaching 9.2 million in 1,520 hotels. **In 2018, 81% of TUI hotels and resorts held a sustainability certification.**
- ➔ In 2017, TUI conducted a data analysis of approximately 330 hotels to evaluate more thoroughly the environmental and social benefits of sustainability certifications for hotels. Compared to non-certified hotels, hotels with sustainability certifications have achieved:



- **10% lower CO2 emissions per guest night** 
- 19% less fresh water use per guest night
- **24% lower waste volume per guest night** 
- 15% less total water use per guest night
- **23% higher use of green energy** 
- 9% higher employment rate of national employees
- Higher customer satisfaction scores for accommodation overall



Lessons Learned




✓ Sustainability certifications for hotels help to drive sustainability performance and continuous environmental and socio-economic improvements. **Analysing the data of the certification schemes can also support hotels to monitor their business performance, and identify where improvements are required in specific destinations.**

"Through hotel certifications we aim to ensure critical sustainable procurement criteria and standards are established, monitored and reported. Examples include supporting local suppliers, purchasing low energy electrical equipment and reducing packaging via bulk buying."

- Branislav Mizenko,
TUI Group Sustainability Manager

³ More information is available at: https://www.travelife.info/index_new.php?menu=home&lang=en

For further information

-  www.tui-sustainability.com
-  Contact person: Branislav Mizenko, Sustainability Manager
-  Branislav.Mizenko@tui.co.uk

Recommendation 5



Measuring and reporting on the economic, social and environmental benefits and impacts of sustainable procurement help to understand how such practices can be best implemented to benefit businesses along the value chain.

As sustainable or circular alternatives may have a higher upfront cost than traditional products and services, **robust and transparent mechanisms to measure the economic, social and environmental impacts of sustainable procurement – based on a life cycle assessment – could provide evidence of the cost-effectiveness and added-value of circular solutions, resource-efficient cooling equipment or alternative products to single-use plastic items.**

Documenting the benefits of procuring sustainable products, materials and services can not only inspire and help obtain the buy-in of decision makers, but it also can help identify and prioritize the procurement approaches that best advance the economic, social and environmental objectives of the business – in accordance with its overall sustainability strategy. Measured impacts can also be instrumental in engaging with consumers and in accompanying them in their behavioural change.



In the context of the Sustainable Public Procurement Programme of the One Planet Network, UNEP published in 2016 a guidance framework on **Measuring and communicating the benefits of sustainable public procurement**⁴⁴. The technical report could serve as a springboard to further develop quantitative indicators on the impacts of sustainable procurement, including environmental (such as GHG emissions, air quality, water pollution, waste) and economic indicators (such as cost savings, jobs creation, technological innovation).

In 2015, UNEP launched the publication **Raising the Bar – Advancing Environmental Disclosure in Sustainability Reporting**⁴⁵. It assesses the environmental dimension of sustainability reporting and provides recommendations for making environmental reporting relevant to all stakeholders. It analyses what the key and most common environmental disclosure items are and provides practical recommendations for companies on how these items should be measured and reported, supported with best practice examples.

Key Environmental Indicators for Private Tourism⁴⁶ results from a collaboration between life-cycle approach and sustainable tourism experts from academia, international organizations and industry associations. The indicators aim to help the tourism private sector to contribute to the 2030 Agenda and Paris Agreement using a life-cycle perspective, as they support buyers to identify key areas to focus on in their tendering processes, or when monitoring suppliers' performance.

Successful practices:



Procuring sustainable cooling equipment in Sri Lanka

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Procurement of energy-efficient equipment to improve competitiveness in El Salvador








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Procuring sustainable cooling equipment in Sri Lanka



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Quick facts

-  Type of procurement: **cooling equipment**
-  Year of inception: **2017**
-  Type of business: **Hotel**
-  Organisation name: **Jetwing Blue**
-  Number of staff: **308**
-  Country/region: **Sri Lanka**
-  Procurement value: **220,995 USD** for the vapour absorption chiller and boiler

Background information

Jetwing Blue hotel is located in Negombo, less than 40km away from Colombo. Considering the tropical climate in the region, air conditioning can represent up to 60% of Jetwing Blue's electricity bill. The result is high costs, as power and energy contribute to 10 to 15% of its total operational costs. According to the figures of the Green Cooling Initiative, it is estimated that the refrigeration and air conditioning sector accounted in 2014 for 15% of Sri Lanka's greenhouse gas emissions.

The challenge

The hotel aimed to reduce the carbon emissions of conventional air conditioning equipment while also cutting its operational costs.

The strategy

Air conditioning at Jetwing Blue was initially provided via a conventional electrical chiller. A diesel-fired boiler was also run to produce steam for the laundry and generate hot water. In 2017, and in collaboration with the Green Cooling Initiative¹, it was decided to introduce a vapour absorption chiller (VAC) and a biomass boiler to replace both the electrical chiller and boiler.

A vapour absorption chiller is a gas cooling system which runs sustainably via steam generated from a biomass boiler; it therefore helps to drastically reduce the usage of grid electricity. The refrigerant used for the vapour absorption chiller is distilled water, which, at very low pressure (60 mmHg), absorbs heat from the water that is circulating through the fan coil units during evaporation and releases heat during condensation. Thanks to its environmentally friendly characteristics and the fact that it does not produce emissions during repairs or leakage, using water as a refrigerant is considered a sustainable option.

Most of the energy for these vapour absorption chillers derives from renewable sources, as the main energy source is steam generated through a biomass-driven boiler. Sustainably harvested cinnamon wood is used as a fuel for the biomass boiler as it is one of the four most sustainable fuel woods of Sri Lanka due to its fast cropping cycle of just six months. It also offers various technical advantages such as high calorific value, high density, and less smoke generation than other wood-based fuels.

	Refrigerant	Lifespan (Years)	COP	Running hours (hours/a)	Electricity consumed (kwh/a)	Elec. cost per year (US-Dollars)	Biomass consumed (kg/year)	Biomass cost (US-Dollars)	GHG Emissions (tCO ₂ /year)
Vapour absorption	Distilled Water	20	1.40	7,950	125,280	13,781	1,387,000	41,610	379

¹ The Green Cooling Initiative (GCI) is funded by the International Climate Initiative by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) and implemented by GIZ Proklima. More details are available at <http://www.green-cooling-initiative.org/>

Impacts



- ➔ Average electricity consumption reduced: 113,345 kWh/month
- ➔ Average cost reduction resulting from reduced grid electricity use: 10%
- ➔ Average CO₂ emissions avoided: 770 MT/year



- ➔ Vapour absorption chillers contribute to the **mitigation of greenhouse gas emissions** in the environment, as de-ionized water is used in the absorption cycle as a refrigerant instead of the major climate damaging refrigerants like CFCs, HCFCs and HFCs.
- ➔ The biomass boiler uses cinnamon wood as its fuel source, which is essentially a waste product of Cinnamon spice farming. The purchase of this waste product furthermore provides an additional income for the farmers and local supply chain, resulting in an important community benefit as well.



Today, Jetwing Hotels has four vapour absorption chillers of varying capacities (not only in Jetwing Blue, but also Jetwing Lagoon, Jetwing Yala and Jetwing Lake), catering to each hotel's entire air conditioning requirement.

"We hope that through this initiative and similar others, the hospitality industry of Sri Lanka recognizes the importance of climate-friendly RAC solutions and the benefits for the industry as a whole."

- Sashika Kaluwahewa, Assistant Manager Sustainability, Jetwing Hotels Ltd.



Lessons learned

- ✓ As this type of technology is quite new to the local market, the **availability of local expertise and due diligence on technology options** were the two critical factors in the procurement decision.
- ✓ Despite the higher upfront costs for the purchase and installation of vapour absorption chillers, they offer an interesting alternative to the electrical chillers due to the reduction in energy consumption and GHG emissions along with the typical financial returns (payback period of less than 4 years for Jetwing Blue). Moreover, financial incentive programmes such as the Green Cooling Initiative help to overcome the potential financial barrier of the acquisition costs.



The vapour absorption chiller at Jetwing Blue

For further information

- https://www.green-cooling-initiative.org/data/user_upload/Downloads/Publications/EN_Green_Cooling_Roadmap_for_the_Jetwing_Hotel_Group_in_Sri_Lanka_.pdf
- Contact person: Mr Jude Kasturi Arachchi, Director of Jetwing Hotels Ltd
- jude@jetwinghotels.com

Procurement of energy-efficient equipment to improve competitiveness in El Salvador



© Joey's Lens/Gettyimages

Quick facts

-  Type of procurement: **energy-efficient equipment**
-  Year of inception: **2015**
-  Type of business: **Hotel**
-  Organisation name: **Novo Hotel & Suite**
-  Number of staff: **30**
-  Country/region: **El Salvador**
-  Procurement value: **72,500 USD**

Background information

Novo Hotel & Suite is located in the heart of the capital San Salvador city, in the vicinity of most business centres of El Salvador. The business community makes up the majority of guests at Novo Hotel & Suite.

As there is a large variety of hotels in the city centre, **innovation and cost-efficiency are the two main levers to remain competitive in the local market.**

The challenge

Electricity consumption represents a significant part of the expenses of hotels. In tropical countries such as El Salvador, air conditioning equipment can represent up to 70% of the entire electricity consumption of a hotel. As El Salvador is not an oil producing country, energy costs tend to be volatile, which may increase the average price per kWh at certain periods of the year, affecting the profitability of businesses such as hotels.

The use of energy-efficient air conditioning technologies and infrastructure improvements can enable significant cost savings and improve productivity of hotel services by reducing the hotel's dependency on energy costs.

The strategy

In collaboration with the National Cleaner Production Centre of El Salvador¹ (NCPC El Salvador), Novo Hotel & Suite launched its energy efficiency project in 2015 to strengthen its management of energy resources. Technical assistance was supported financially by the Inter-American Investment Corporation², in the framework of its GREENPYME programme³ in the Central American region, whose goals are to help small and medium-sized enterprises improve energy efficiency, encourage them to use energy sources that are low in carbon emissions, and offer the tools necessary to implement energy-saving measures.

The project kicked off with **an energy audit** to measure all of the equipment at Novo Hotel & Suite, analyse the multiple sources of energy, and quantify the potential energy savings.

The feasibility of installing new equipment was evaluated through technical, economic and environmental indicators, including: economic savings, investment costs, electric and thermal savings, CO₂ emissions, Return on investment (ROI), Internal Rate of Return (IRR) and Net Present Value (NPV).

¹ More information is available at: <http://cnpml.org.sv/>

² More information is available at: <https://www.iic.org/en>

³ More information is available at: <https://www.iic.org/en/greenpyme/program#.XHQ344hKiUk>

Following the energy audit, Novo Hotel & Suite decided to:

- ➡ Replace 40W T12 type luminaires with 18 W LED technology in its two large meeting halls;
- ➡ Replace window type air conditioners (945 W) with high efficiency mini split technology (600 W) in bedrooms;
- ➡ Replace air conditioners for multi-use rooms (installed capacity 10.3 kW) with more efficient technology (installed capacity 6.7 kW)
- ➡ Replace its laundry equipment (installed capacity 4.66 kW and 208 Litres of water per cycle) with high efficiency equipment (installed capacity 2.45 kW and 75 Litres of water per cycle);
- ➡ Minimize thermal load on roofs by replacing and isolating them.

Impacts

	Base year (2015)	2016	2017
(KWh/year)	167,738	135,021	132,041
Production (guest night-staying/year)	11,924	11,421	12,037
Environmental Indicator (KWh/guest night-staying)	14.07	11.82	10.97
(Ton CO ₂ /year) for electric energy	115.84	93.25	91.19
Total investment (USD\$)		72,534.97	
% of reduction of Environmental Indicator with regard to base year		15.99%	22.03%
Savings in KWh/year		32,742	35,692
Environmental Benefit (Ton CO ₂ /year)		22.61	24.65
Economic Benefit (US\$/year)		\$6,220.94	\$6,781.50

"The energy audit allowed us to take stock of where we stand and learn how to improve to further our contribution to protecting the environment and reducing CO₂ emissions and it enabled us to more efficiently produce and save resources."

- Carmen Garcia Prieto, Chief Executive, Novo Hotel & Suite






Lessons learned

- ✓ To strengthen the engagement of the suppliers of electrical appliances, **it is critical to include, in the supplier contract, specifications setting quality expectations with regards to the delivery, installation and maintenance of the new equipment as well as provisions detailing the projected energy savings.**



Installation of new air conditioners in Novo Hotel & Suite

For further information

-  <http://www.novosuitehotel.com/www.novosuitehotel.com/hotel-verde.html>
-  Contact person: Carmen García Prieto, Chief Executive
-  gerenciageneral@novoaparthotel.com

Endnotes

- 1 Source: Nature Climate Change (2018), The carbon footprint of global tourism. Available at: https://www.researchgate.net/publication/324992370_The_carbon_footprint_of_global_tourism
- 2 Source: United Nations World Tourism Organization
- 3 More information is available at: <http://www.oneplanetnetwork.org/leveraging-sustainable-procurement-practices-transform-tourism-workshop>
- 4 More information is available at: <http://web.unep.org/environmentassembly/sustainable-innovation-expo>
- 5 More information is available at: <http://www.oneplanetnetwork.org/leveraging-sustainable-procurement-transform-tourism-panel-session-unea-4>
- 6 More information is available at: <http://www.oneplanetnetwork.org/initiative/transforming-tourism-value-chains-developing-countries-and-small-island-developing-states>
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- 20 More information available at: <http://unep.ecoinnovation.org/>
- 21 More information available at: <https://www.lifecycleinitiative.org/>
- 22 More information is available at: <https://www.unenvironment.org/explore-topics/resource-efficiency/what-we-do/life-cycle-initiative/real-project>
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Further reading

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Contact

United Nations Environment Programme
Economy Division
Resources and Markets Branch

1 Rue Miollis, Building VII
75015 Paris, France

economydivision@un.org
www.unenvironment.org

Transforming tourism through sustainable procurement aims to introduce the strategic role that sustainable procurement can play to transform tourism by scaling up the market of sustainable products and services in the sector, enabling the reduction of GHG emissions and the shift towards a more resilient, resource efficient development.

The document intends to inform dialogues on how best to incorporate circularity and sustainability in procurement practices of tourism businesses and illustrate to which extend tourism professionals have already successfully done so. It is addressed to corporate buyers and business leaders in the tourism sector as well as policy makers.

It has been developed as part of the United Nations Environment Programme work on sustainable consumption and production in the tourism value chain.