

Guidelines for meeting  
the Cyprus Tourism  
Organisation minimum  
standards for sustainability  
in hotel establishments







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# INTRODUCTION

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## SOME BACKGROUND

Since 2010 the Cyprus Tourism Organisation and the Cyprus Sustainable Tourism Initiative have been working with the Travel Foundation on a programme of initiatives to support Cyprus as a destination in becoming a leader in sustainable tourism, ensuring maximum economic benefits to local people, conserving and enhancing the natural environment and promoting local culture and heritage.

The programme's initiatives are also a practical way of supporting the Cyprus Tourism Strategy, the aims of which are to benefit the tourism industry by boosting revenue from tourism; increasing tourist arrivals; addressing seasonality; improving enterprise viability and enhancing the value and quality of the Cyprus tourism product.

One of the key initiatives as part of this programme is building a framework of mandatory minimum standards for sustainability. These will support all hotels in Cyprus to take steps towards improving their sustainability performance. One of the outcomes is that the CTO have now incorporated minimum standards for sustainability into quality standards for the first time.

This guide assists hoteliers in complying with the minimum standards, and inspectors in the assessment process.

## TOUR OPERATORS DECLARATION

*We very much welcome the introduction of minimum standards for sustainability into quality criteria for the hotel industry in Cyprus. There is much evidence to show that sustainability makes complete business sense, leading to reduced costs and improved efficiency as well as protecting resources the industry depends on. It can also help engage staff, meet emerging customer demands and gain competitive advantage. Incorporating these minimum standards as a mandatory requirement is a first for any destination and is certainly putting Cyprus on the map as a destination taking sustainability seriously.*



### THIS MANUAL IS SET OUT IN THREE PARTS:

#### PART 1

Guidance for the hotels on the five sections of the minimum standards for sustainability and the practical steps they need to take to comply with them.

#### PART 2

Guidance for inspectors to assess whether the hotels are complying with each of the five sections of the standards.

#### PART 3

An appendix including useful sources of information as well as templates and practical ideas for implementing the standards.

# INTRODUCTION

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## WHAT IS SUSTAINABILITY?

Sustainability for your business can help ensure efficiency, cost-saving, motivated staff, a better destination and the authentic, local experience your customers are looking for – making your hotel the best it can possibly be.

All great for business! And, of course, for the environment and the people of Cyprus - two of its greatest assets. Sustainability plays a significant part in the future success of tourism on this beautiful island.

## SUSTAINABILITY ISN'T:

- Costly – many sustainability initiatives need little or no investment, but offer your business cost savings from the start
- Complicated – it's just common sense and good business practice
- An 'optional extra' to think about when times are good. That would be a missed opportunity - in fact, in difficult economic times, the savings and efficiencies that sustainability offers your business mean it's a 'must have'.



*"We love to work with hotels that benefit their local community and take care of the environment while offering our guests that something extra – an authentic taste of Cyprus that stays with them long after they've gone home."*

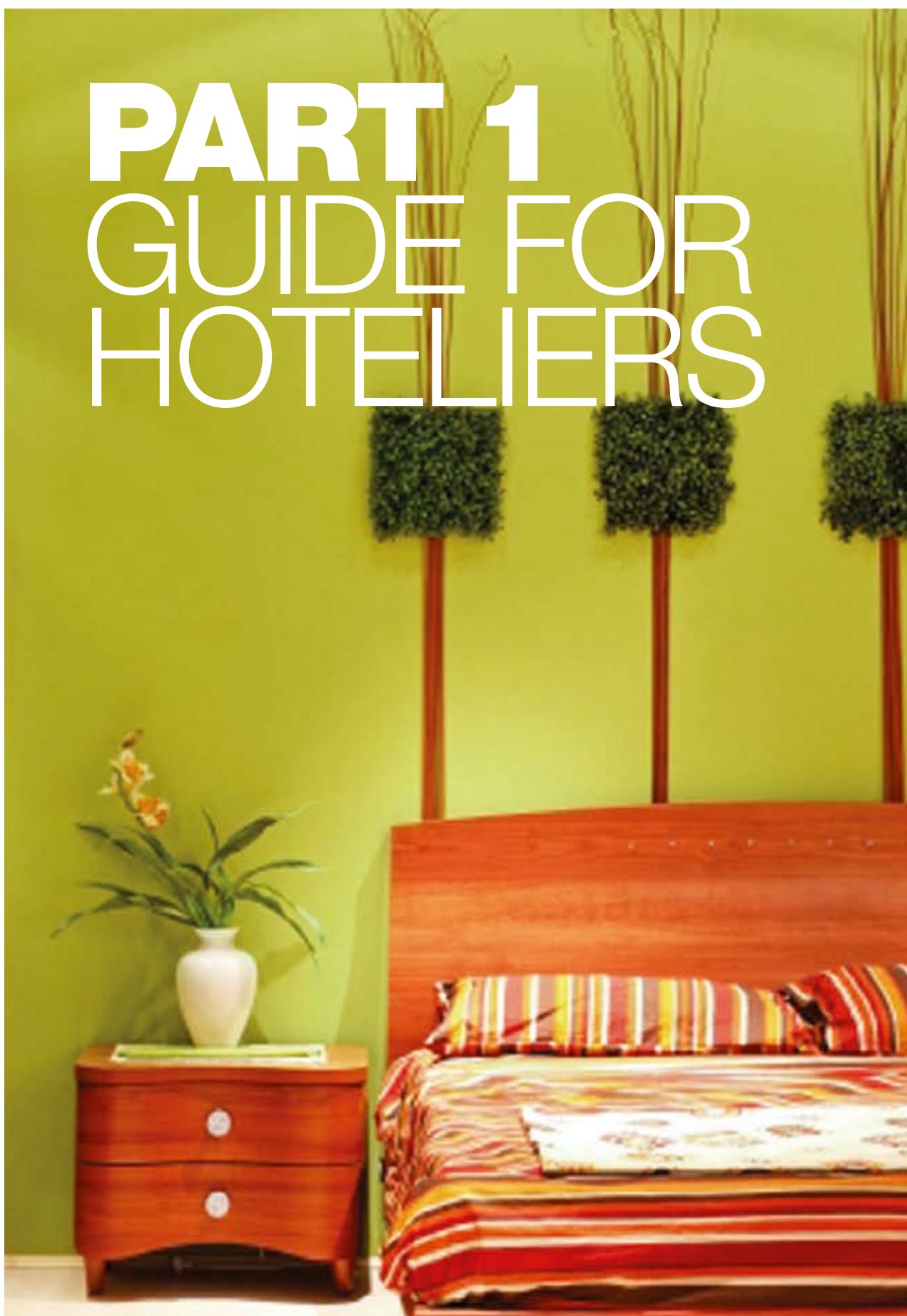
Ian Chapman – Director of Holiday Experience, TUI UK & Ireland



# PART 1

# GUIDE FOR

# HOTELIERS



# GUIDE FOR HOTELIERS

## INTRODUCTION

### THE MINIMUM STANDARDS

Five sections of minimum standards for sustainability are now included in the CTO's quality standards.

### THIS GUIDE AIMS TO:

- Help you understand the criteria in the minimum standards;
- Show you why they make good commercial sense for your business; and
- Guide you through the practical steps you need to take to comply with them.

### THE FIVE SECTIONS ARE:

1. **Integrating sustainability into business planning**
2. **System for measuring and minimising environmental impacts**
3. **Protecting human capital**
4. **Supporting the local community**
5. **Communicating sustainability to customers**

In this part of the guidelines, we look at the criteria for each of the five standards in greater detail.

### USING THESE GUIDELINES

Every hotel in Cyprus is at a different stage on its sustainability journey. Each is also unique in its style, character, location and the markets it caters to. These guidelines aren't designed to make all hotels in Cyprus the same, but to help them each become more sustainable in their own way.

Each section has many suggestions of actions you could take to comply with the criteria. You don't need to do them all – why not choose a few to start and add to them over time.

At the end of each section there's a checklist so you can make sure you're doing everything you need to comply with each standard. You can also take a look at the Inspectors' section (pages 30-36) to see the criteria that they'll be using to assess your hotel against the sustainability standards.

If a hotel has obtained certification from a scheme that is GSTC (Global Sustainable Tourism Criteria) recognised it will be deemed to meet the minimum standards and will not need to be separately assessed.

If a hotel has obtained certification from a scheme that is GSTC recognised it will be deemed to meet the minimum standards and will not need to be separately assessed.

# GUIDE FOR HOTELIERS - SECTION 1

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## SECTION 1. INTEGRATING SUSTAINABILITY INTO BUSINESS PLANNING

### WHAT ARE THE CRITERIA?

- The hotel has a policy outlining its commitment to reduce environmental impacts and supporting social issues
- The hotel has developed a sustainability action plan to deliver against the policy. The action plan shall include objectives and targets to measure performance improvements over time
- The hotel participates in local and nationalised organised groups for sustainable development
- The hotel has a committee in operation to deliver the sustainability plan

### WHY DOES IT MAKE GOOD BUSINESS SENSE?

It's part of good management: sustainability provides the framework to deliver an authentic, quality product in the most resource efficient way possible. A clear policy helps you know where you're starting from, identify those areas in which your business has an impact, plan how to manage them, develop systems to deliver those plans and measure how far you've come.

Sustainability works when it's integrated into the way you do business – it's not an 'add-on': in the same way as health and safety requirements are now part of the way we do business.

It's what customers want: increasingly, they want their holidays to be managed responsibly and are looking for an 'authentic' experience. Sustainability is part of offering them a quality product: Research by TUI in 2010 highlighted that consumers value sustainability – 85% who stayed in a Travelife certified hotel rated it more highly.

Market pressure for sustainability is set to increase: tour operators are increasingly choosing suppliers who are able to demonstrate good management of the environmental, social and economic aspects of their business. In the future sustainability requirements are more and more likely to be written into contracts and to be a reason for being selected as a hotel to send their guests to.

Collaboration helps: being involved in local and other groups working on sustainable tourism can offer your business great benefits – in particular sharing learning, best practice, resources and expertise.

Your staff are key: achieving sustainability takes planning, support, good management and back up from your staff. It won't work unless everyone gets behind it!



# GUIDE FOR HOTELIERS - SECTION 1

## HOW DO YOU DO IT?

- **First, write your sustainability policy and action plan.** There are five simple steps you can follow, which are set out below. Involve key members of your staff in writing the policy, as they'll be involved in delivering it. You'll need an overall plan for the business as well as a more detailed programme for each of the different parts of your hotel's operations.

### Policy

**What are your values and what do you want to achieve?** Sum it up in an overall mission statement (just a few lines): the type of business that you aspire to be, your vision for sustainability and why you wish to make changes to the way your business operates.

**Where are you now?** A review of what you're currently doing to manage the hotel's impacts on the environment and local community. Publicise what you're already achieving, and indicate if you are already complying with green or sustainable standards. Reviewing where you are now will help you to understand where you need to make your next steps.

**Where do you want to get to?** Set a vision and targets for key areas of your business: in particular housekeeping, maintenance, food and beverage and hotel operations. You should explain how you are going to achieve each goal and put quantitative measures in place so you can track your success. For example, you might decide to reduce the hotel's energy consumption or waste levels by a certain percentage over a set time period (e.g. by 10% by 2015).

Page 41 has some practical examples to help you write your policy.

### Action Plan

**How will you get there?** Write an action plan for each part of the hotel's operations, with measurable targets and goals – some achievable in the short term to get started; others more ambitious for the medium and long term. There's a simple template on page 42 to help you get started.

**Have we done it?** Just as you would review your finances annually, review the targets you set, and the actions that you have taken to achieve them. Then set new goals for the year ahead.



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# GUIDE FOR HOTELIERS - SECTION 1

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## ■ Networks and groups

**Cyprus Sustainable Tourism Initiative (CSTI):** [www.csti-cyprus.org](http://www.csti-cyprus.org) has a large membership of hotels, local attractions, tour operators, agents, environmental organisations, small village producers, their communities and associations. It works to harness tourism demand (tour operators, agents) with the supply of tourism resources (small producers and their communities) to develop a sustainable approach to tourism in Cyprus, offering a memorable experience for tourists, economic benefits for local people and minimising adverse socio-economic and environmental impacts of tourism.

**Laona Project:** <http://www.conservation.org.cy/laona/laona.htm> is an ecotourism project in western Paphos. Traditional buildings have been restored and visitor attractions developed in five villages – offering guests the opportunity to explore the countryside and traditional villages in inland Cyprus.

**Bird Life Cyprus:** [www.birdlifecyprus.org](http://www.birdlifecyprus.org) works to conserve wild birds, their habitats and wider biodiversity in Cyprus.

**The Forestry Department:** [www.moa.gov.cy/forest](http://www.moa.gov.cy/forest) has created over 50 forest nature trails across the island to cover areas of natural beauty and cultural interest – designed to be enjoyed by visitors of all ages.

**Friends of the Earth Cyprus:** <http://foecyprus.weebly.com> is based in Limassol and works to raise awareness on the importance of preserving the natural environment and to campaign for solutions to environmental and social problems by promoting sustainable policies.

## ■ Getting your staff involved

The key to sustainability becoming part of your business will be your staff. Whose job is it?

- 1 Appoint one key staff member** with responsibility for delivering on the policy and the plan: they should be fairly senior, have management skills and act as a link between management and other staff.
- 2 A green team / committee** to oversee day to day implementation of the plan and monitor progress against environmental objectives, checking whether you're on track to meet targets and suggesting actions to take if not. You could set up a new team or use an existing group, such as a health and safety committee.
- 3 Representatives** from each operations area to be responsible for implementing sustainability initiatives in their area of work and reporting back to the hotel management and the green team.
- 4 Everyone:** take time to ensure that every member of staff understands the need for greater sustainability and the benefits this offers to your customers and the business. They need to be motivated to make it work – sustainability really is a team effort. Training is vital to make sure they know the part they need to play, whatever their role. See section 3 for more detail about staff training in sustainability.

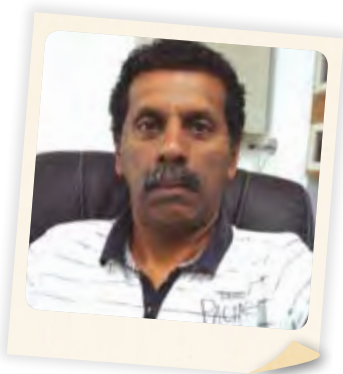
Take a look at the staff training plan on page 47 for more detail on how to involve your staff in the sustainability process.

# GUIDE FOR HOTELIERS - SECTION 1

**CASE STUDY: Atlantica Hotels & Resorts have developed a sustainability policy and action plan, setting specific objectives and targets. Their mission statement is:**

*“The Atlantica Hotels & Resorts is committed to continually improve its service, satisfy current legal requirements, attain maximum quality level required by our customers, add value to our brands and contribute to the communities we live and work by developing sustainable development.”*

The action plan then adds more detail about how Atlantica will achieve their aims. As part of their sustainable development plan they've set an objective to control and reduce consumption of electricity, fuel, water, chemicals and waste. They've set measurable targets for each of these (per guest per day) as well as the practical steps they will take to meet them. They also engage with their staff, suppliers and local community to get them involved in achieving sustainability.



*“We know that sustainability is vital to our business: to reduce our costs and carbon emissions, but also to provide even greater quality and enriched experiences to our guests. Through sustainability planning and action we've already achieved significant reductions in our environmental impacts and we've set out the steps we will take over the next 6 months, 1 year, 2 years and 3 years so that we can really be strategic about the longer term changes and efficiencies we intend to achieve.”*

Robert Dias, Chief Engineer, Aliathon Holiday Village

## CHECKLIST FOR COMPLYING WITH THIS SECTION

- ✓ **Have you written your sustainability policy?**
- ✓ **Have you developed and are you implementing your sustainability action plan?**
- ✓ **Have you joined a local or national group working on sustainable tourism?**
- ✓ **Have you set up a staff 'green team'?**

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# GUIDE FOR HOTELIERS - SECTION 2

## SECTION 2. HAVING A SYSTEM FOR MEASURING AND MINIMISING ENVIRONMENTAL IMPACTS

### WHAT ARE THE CRITERIA?

#### THE HOTEL HAS A SYSTEM IN PLACE TO MEASURE AND MINIMISE ITS:

- Consumption of water, energy and chemicals
- Emissions to air
- Generation of waste

### WHY DOES IT MAKE GOOD BUSINESS SENSE?

Cost savings and efficiencies: after staff costs, spending on utilities is probably your next biggest outgoing. Using less energy, water and chemicals, and generating less waste, will save your hotel a substantial amount of money in the long term through lower bills. There are other operational benefits too: for example through waste reduction and management, staff time spent on receiving deliveries, managing stock and handling waste is freed up to focus on other duties.

It doesn't have to be costly or complicated – many savings can be made simply by changing the way you do things. Many other initiatives pay for themselves pretty quickly and longer-term investments to reduce water and energy usage can save up to 20% on these costs.

It's also better for the destination and its natural environment, reducing pollution, litter on beaches and in the sea, avoiding water scarcity and cutting the amount of waste going to landfill sites, which are almost at capacity. This all enhances the attractiveness of the destination for your guests.

Your guests want to know that they're staying in a hotel that takes environmental responsibility seriously. Just like health and safety, whilst it may not be at the forefront of their minds, guests want to know it's being taken care of. 70% of holidaymakers believe companies should be committed to preserving the natural environment (Research by Kelkoo (2010), TUI Travel 2010, Virgin Holidays and TUI UK & Ireland 2011).

**CASE STUDY: The Paloma Perissia (a 352-room, 5-star, all-inclusive, beachfront hotel in Side, Turkey) carried out a sustainability improvement project over a year, which:**

- Reduced water consumption by 24% per guest night (a total of 37,300m<sup>3</sup> per year - enough to meet the annual water needs of 145 households in Turkey)
- Reduced energy consumption by 20% per guest night (a total of 741,000 kWh per year - enough to meet the annual energy needs of 110 households in Turkey)
- Lowered overall costs by €153,000, annually (over €400 per room)

# GUIDE FOR HOTELIERS - SECTION 2

## HOW DO YOU DO IT?

Under the criteria you'll need to:

- 1 Measure your hotel's consumption of energy, water and chemicals, and the waste and air emissions it generates\*; and
- 2 Develop a system to minimise those impacts – ensuring that the hotel uses only the minimum energy, water and chemicals, and generates the minimum levels of waste, that it needs.

*\* In the context of this standard, "chemicals" means chemical products such as detergents, cleaning products and so on which can be measured by recording the amounts used per month. "Emissions to air" refers only to the exhaust gases from on-site generators. These can be estimated by monitoring fuel and LPG use.*

## FIRST – MEASURE

It's very important to start by working out how much water, energy and chemicals your business is using at the moment, and how much waste and carbon emissions the hotel generates. This will help you to:

- Set a 'baseline' to understand the starting position in order to set reduction targets to understand underlying trends (these could be seasonal) and anomalies (such as a sudden increase in water consumption from a leaking pipe);
- Keep measuring consumption on a regular basis (ideally, at least every month)
- See how you're making progress and whether you need to do anything differently; and
- Calculate the savings and returns on investment that you make over time.



**CASE STUDY:** Nissi Beach Hotel, Agia Napa has implemented a number of environmental initiatives, leading to significant savings as well as recognition for its efforts through Travelife Gold certification. For example water saving devices have been installed in all guest bathrooms, showers and toilets, and guests are asked to reuse towels and informed about the linen change policy. Recycled water is used to irrigate the hotel gardens. Water consumption has been reduced by an impressive 20%.

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# GUIDE FOR HOTELIERS - SECTION 2

## HOW TO MEASURE:

Resource	How to measure	
Your water use	At the end of each month, use your water meter or bills to calculate your total water use in litres.	<p><b>For each resource, divide the monthly total by the number of guest nights in the same month.</b></p> <p><b>This will give you a per guest night figure as follows:</b></p> <p><b>Water:</b> litres per guest night</p> <p><b>Energy:</b> kWh per guest night</p> <p><b>Chemical products:</b> litres per guest night</p> <p><b>Emissions to air:</b> litres of fuel/kg of LPG per guest night</p> <p><b>Waste:</b> kg per guest night</p>
Your energy use	At the end of each month, use your energy meter(s) or bills to calculate your total energy consumption in kilowatt hours (kWh).	
The chemical products you use	Track your chemical product purchases (detergents, cleaning products etc) in litres per month.	
Your emissions to air	Track your fuel and LPG purchases per month.	
The amount of waste you produce	<p>At the beginning of your sustainability initiative, identify the different waste streams your hotel produces. These are likely to include glass, paper and card, cans, food waste and other general waste. Over a period of seven days, weigh all waste generated (and if possible, weigh each waste stream separately) in kilograms (kg).</p> <p>Multiply the average total weight per day by the number of days in the month.</p>	

Why use the 'per guest night' measure? The environment is not impacted by efficiency of, say, water or energy use, just their total use. However, the numbers of guests you have will influence the amount of energy and water you use and the amount of waste you generate. Dividing the consumption or generation of water, electricity, waste etc. by the number of guest nights in the same month to produce a figure 'per guest night' will help you to understand and better compare the variations between months and set fair targets. For example, 100000 litres of water divided by 200 guest nights will equal 500 litres per guest night.

Identify key areas of use: If your property has sub-meters, all the better – use those too to measure energy and water use in different areas of the hotel to see if certain sections are particularly water or energy hungry. Similarly, collecting waste in different coloured bags according to the different hotel operations such as the kitchens, the gardens, rooms etc, or by type of waste (plastics, card and paper, glass, cans, food, general waste and so on) will help you to identify the volumes of waste of each type the hotel is producing – and where – and thus which to focus on first.

Set targets once you've started measuring, for percentage reductions in each of the above areas. Targets should be realistic but stretching too – there's no point in setting only targets that you can easily meet!

### CASE STUDY: Jetwing Vil Uyana, Sigiriya, Sri Lanka

Just one simple change – line drying linen on sunny days instead of in a tumble drier – saved energy costs of €1500 over 9 months.



# GUIDE FOR HOTELIERS - SECTION 2

## SECOND – MINIMISE

There are a huge number of actions that your hotel can take, over time, to reduce its environmental impacts. The most important thing is not to be daunted by what you haven't done or can't yet do, but instead to simply make a start – whether you're just starting out or much further along the sustainability road. Pages 43-46 set out some suggested no/low-cost actions to take. Even simple actions can add up to big savings. If you're already doing some or all of these, page 39 has some useful sources of further information on longer-term measures.

- Develop a plan to address each of your business impacts and set out the specific measures you will take to reduce consumption:
  - Energy
  - Water
  - Waste
  - Chemical products
  - Emissions to air
  
- Train staff well so that they understand the new procedures and what it means for their individual roles: see section 3 on page 17.
  
- Customers also have a key role to play. So communicate with them about your initiatives with some simple but specific ways in which they can help. There's more on communicating with guests about sustainability in section 5.

### **CASE STUDY: Aliathon Holiday Village's per guest night energy use has been reduced by 9%, by:**

- Using energy efficient lamps in more than 95% of light fittings in public, guest and back of house areas, as well as street and landscape lighting;
- Significantly reducing lighting levels overnight;
- Generally using natural ventilation instead of air conditioning in the lobby, restaurants, lounges and other public areas;
- Using key cards to avoid energy use while guestrooms are unoccupied;
- Installing magnetic switches on balcony doors and windows to turn off air conditioning when open and occupancy sensors in low use areas such as public toilets;
- Using solar heating for hot water (providing 70% of hot water needed) and geothermal energy for air conditioning and hot water;
- Installing effective insulation and double glazing; and
- Purchasing voltage optimizing units to reduce electricity consumption.

# GUIDE FOR HOTELIERS - SECTION 2

**CASE STUDY: Ascos Coral Beach Hotel, Paphos took part in a Cyprus-wide project to reduce plastic waste, in the 2010 season.**

- A few simple changes: the hotel purchased 3000 durable plastic cups (at a cost of €867) and stopped using a bin liner in guest room bins, only in bathroom bins. Bottled water was replaced by drinking water in carafes and straws only provided to guests on request.
- Produced some great results: 100,000 fewer plastic cups were disposed of than in the previous year – saving almost €2000, therefore paying off the investment in a matter of months. The hotel also purchased 50% fewer bin liners, saving over €300. The hotel cut down the number of number of plastic items used (and therefore thrown away) by an amazing 68% – resulting in ongoing cost savings.
- And customers were happy: a survey of over 100 guests showed that no one found that the project had a negative impact on their holiday experience



*“Taking part in this project to reduce plastic has been a win/win situation for Ascos Coral Beach Hotel. Just by implementing a few low cost, simple initiatives we have saved money, reduced waste and enhanced the guest experience in our hotel. Our staff are motivated and our guests love what we are doing so that’s really good news for us. It has also got us thinking about other green initiatives we can put into place. Now we’ve started we want to carry on because we can see that green initiatives not only protect the environment but make complete business sense.”*

Chrysanthos Moniatis, Hotel Manager, Ascos Coral Beach

## CHECKLIST FOR COMPLYING WITH THIS SECTION

- ✓ **Are you measuring your energy, water and chemical use, the amount of waste you generate and your hotel’s emissions to air?**
- ✓ **Are you able to show that you have a system including practical steps to reduce each of them?**

# GUIDE FOR HOTELIERS - SECTION 3

## SECTION 3. PROTECTING HUMAN CAPITAL

### WHAT ARE THE CRITERIA?

#### THE HOTEL MUST:

- Provide training for staff in sustainability on an ongoing basis
- Clearly outline and communicate staff roles and responsibilities
- Encourage staff to be actively involved in sustainability management

### WHY DOES IT MAKE GOOD BUSINESS SENSE?

- **Offering fair employment opportunities** makes the biggest difference to people living locally. It's also great for business: the better reputation you have as an employer, the more the best people are likely to want to work for you.
- **Recruiting and keeping the best people.** Staffing costs are likely to be your biggest overhead and in the hotel industry, employee turnover is high. Make your staff proud of your sustainability values and achievements and they're more likely to stick around. High staff retention rates boost your business reputation; reduce costs and time spent on recruiting and training new staff and increase productivity.
- **Staff are the key to delivering on your sustainability programme:** just as you need them to deliver quality standards, health and safety compliance and so on, so you can't achieve sustainability objectives and targets without the help and support of all your staff members. So they need to understand their role, and be trained to do it well.
- **It's great for staff morale:** Feeling valued, well trained and that you're making a difference is a recipe for job satisfaction and high performance. Getting your employees really involved in your sustainability programme creates a positive working environment and a reputation for happy and loyal staff.
- **Sustainability delivers great customer service:** Well-trained staff who are involved in, rewarded for and motivated about the hotel's sustainability activities are great ambassadors for your hotel – providing invaluable information on local culture and customs, as well as great things to do and places to visit, and sharing their enthusiasm with guests which creates a positive and memorable impression.



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# GUIDE FOR HOTELIERS - SECTION 3

## HOW CAN YOU DO IT?

- **Looking after your staff well** is part of your legal and social responsibility as an employer. However, going above and beyond minimum legal requirements creates an environment where people really want to work for the long term. For example:
  - Provide formal written and signed employment contracts for each employee;
  - Pay a living wage, in line with market rates or above, with health and welfare benefits;
  - Agree reasonable working hours, rest periods and holiday entitlement, and compensate staff for extra hours worked - in time or money;
  - Offer contractual benefits e.g. flexible hours, job sharing, pensions, medical insurance;
  - Have year round contracts to encourage seasonal staff to come back next year;
  - Hire and train local unskilled and semi-skilled staff, offering them genuine opportunities for promotion to more skilled and better paid jobs;
  - Provide other more informal benefits, e.g. free laundry, meals, transport, use of the hotel facilities when possible, such as an open day for staff and their families at the end of the season, opportunities to learn new skills, e.g. language courses, shadowing schemes (new recruits being mentored by a colleague);
  - Talk to staff who are leaving, to identify any issues to address and changes to make.



# GUIDE FOR HOTELIERS - SECTION 3

## COMMUNICATE, INVOLVE, TRAIN AND COMMUNICATE SOME MORE!

- 1 Communicate with them.** Let them know what you're trying to achieve as a business, why it's important and what they can do to help.
- 2 Get them involved** in sustainability decision-making from the start and in setting realistic targets – if they've been part of the process, they're more likely to be motivated to try and achieve your aims. Find out who's particularly motivated among your staff, and what their interests are, by conducting a brief survey or holding a meeting where people can find out more and volunteer to be involved – for example as part of the hotel Green team.
- 3 Train them** so that they appreciate and understand the work that the hotel is doing to be more sustainable and why it's important. Incorporate sustainability into daily roles and responsibilities, emphasising to staff that you're not asking them to do more - just do things differently. Many savings can be made with no financial investment: simply by changing procedures and behaviour. Staff will need to be trained to change their routines, and reassured that guest service will be enhanced and not compromised: top quality standards can still be achieved while using energy and water responsibly.
  - Include sustainability in new staff training, refresher training and staff manuals;
  - Use tools such as the Travel Foundation's 'Go Greener Holidays' quiz [www.travelfoundationtraining.com](http://www.travelfoundationtraining.com) to make their training interactive and interesting
  - Use signs and posters in staff communal areas to remind them about good practice and habits such as turning lights and equipment off and saving water;
  - Introduce changes gradually: to make it easier for staff to adapt and remember everything, you could introduce changes one at a time. For example, each month focus on a new area, starting with energy, then water, then waste, building up the changes slowly so that staff have time to learn and be confident about new procedures and how to implement them, before moving on to the next change. See the training plan on page 47.
  - Check that procedures are being followed and if not, why not, so that you can offer additional training if needed.

### CASE STUDY: ALIATHON HOLIDAY VILLAGE

Aliathon has significantly reduced its energy and water consumption by carefully training staff in each part of the resort's operations in the particular things they need to do as part of overall environmental initiatives – from exactly how to separate recyclables to actions specific to their own roles to save energy and water. Everyone has their part to play and knows what they need to do to achieve it!



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# GUIDE FOR HOTELIERS - SECTION 3

- 4 **Involve staff in initiatives** – for example by taking part in hotel events such as language classes, storytelling or craft demonstrations.
- 5 **Let them know how it's going** – communicate results to staff through information on posters and staff notice boards as well as regular staff meetings.
- 6 **Invite and listen to their feedback** through suggestion boxes, competitions and feedback to managers. Listen to and act on their suggestions about how improvements could be made.
- 7 **Share the benefits** – reward your staff for the savings they've helped you achieve and give them an incentive to keep making further reductions. For example you could:
  - Offer financial incentives to employees carrying out key roles;
  - Award 'team of the month' or 'sustainability star' awards to recognise and reward personal achievements, best ideas, best reductions etc with prizes such as a box of chocolates or a meal in the hotel restaurant;
  - Donate a percentage of the financial savings you make each month to a community fund or charity chosen by the staff;
  - Hold a staff party including local food, drink and entertainment (see section 4 on page 21) so that your staff 'taste the difference' sustainability makes too.

## CASE STUDY: EL DORADO SEASIDE SUITES, MEXICO.

El Dorado places employees very much at the heart of their sustainability programme, focusing on *“the welfare and development of our employees and their families.”*

Through its “Recycling with Sense” programme, staff members bring in recyclable items from home, which are collected and sold. The money raised funds a social development programme with activities proposed and selected by employees. Community support initiatives are focused on employees, their families and the communities where they live.

Every employee who is in contact with guests has a sustainability pin, related to one of the resort's 12 current sustainability initiatives. They're trained to explain the resort's sustainability initiatives and how they can take part.



## CHECKLIST FOR COMPLYING WITH THIS SECTION

- ✓ **Are you providing regular sustainability training for your staff?**
- ✓ **Are staff aware of their roles and responsibilities relating to sustainability?**
- ✓ **Are your staff actively involved in sustainability management?**

# GUIDE FOR HOTELIERS - SECTION 4

## SECTION 4. SUPPORTING THE LOCAL COMMUNITY

### WHAT ARE THE CRITERIA?

#### THE HOTEL PURCHASES LOCAL GOODS AND SERVICES WHENEVER VIABLE TO DO SO FOR EXAMPLE:

- Wines and beverages
- Foodstuff (including organic food)
- Furniture and decorative items (showing the local character)
- Technical services from local enterprises

#### ENTERTAINMENT ACTIVITIES OFFERED BY THE LOCAL HOTEL INCORPORATE LOCAL PEOPLE/BUSINESSES WHERE VIABLE TO DO SO FOR EXAMPLE:

- Local food/market events
- Local musicians

#### REUSABLE ITEMS AND EQUIPMENT WHICH IS CLEAN, SANITISED AND IN GOOD WORKING ORDER ARE DONATED TO LOCAL CHARITIES

#### CASE STUDY: REAPING THE BENEFIT OF FRESH AND DISTINCTIVE LOCAL FOOD

In Mexico, the Sensatori resort in Cancun serves local 'jungle jams' made by a group of Mayan women. Not only is it giving the customers a real taste of Mexico, the chefs enjoy incorporating local produce into their menus....and a local community benefits with income from tourism.

*A guest survey showed the majority of guests would rather eat 'jungle jams' than imported goods, with one guest commenting 'a nice unique touch – it added character to our holiday, thanks!'.*





# GUIDE FOR HOTELIERS - SECTION 4

## WHY DOES IT MAKE GOOD BUSINESS SENSE?

- **It's what customers want:** increasingly, customers are looking for an authentic local experience. A recent survey by tour operator Thomas Cook showed that 93% of its customers “enjoy experiencing local culture and places of interest”, and 83% “like to find local restaurants to taste regional cuisine”. At home, customers are increasingly buying local and seasonal produce, so they understand all the benefits. Your guests want to dip into the customs, culture and cuisine of Cyprus and to feel they're making a contribution to the local people and economy. By sourcing locally you can help them to do that and make their stay with you memorable.
- **Product quality:** Local produce can be fresher and better, with lower transport costs and carbon emissions. Quality, attractive local crafts, art and furnishings can make your hotel distinctive and memorable – Cypriot style and character offering a selling point to tour operators and independent customers to secure contracts and bookings.
- **It's good for the destination:** a chance to broaden the market beyond the ‘sun, sand and sea’ attractions of Cyprus. It's renowned for its warm welcome, hospitality, culture, traditional crafts, good food and wine – all the ingredients that make up a special and memorable holiday. Opportunities to meet and talk to local people are often the thing that makes their visit really special, and particularly fun for families – offering a real competitive edge with this market. If guests understand local culture and traditions, they are more likely to respect them – which improves the relationship between the local community and holidaymakers.
- **It boosts the local economy:** purchasing from local suppliers and encouraging your guests to buy souvenirs made in Cyprus, to take trips with local companies and eat in locally run restaurants means the money they spend goes back into the local economy, creating a healthier environment in which to do business and one which is likely to be the most welcoming to your guests.

## HOW CAN YOU DO IT?

### 1 Get your staff involved

Appoint a champion – a local member of staff who has good connections with the local community and is passionate about sharing Cypriot culture with their guests. Ask all staff members about local suppliers they know: an enthusiastic recommendation from a local staff member will count for a lot with your guests.

### 2 Local purchasing

From fresh fruit to cheeses, wine to handicrafts, there is a huge variety of local produce that your hotel can use, sell and promote to add that distinctive local flavour your customers are looking for. Buying everything locally is likely to be impossible, but with a little research you can identify local producers, groups and cooperatives that you'd like to work with. Adopt a policy of choosing local goods first, then goods from elsewhere in Cyprus and imported goods only for items where cost or quality is a genuine barrier or they're unavailable in Cyprus.

Go through the inventory on page 50 and first decide on a few items that it would be fairly easy and cost effective to switch to local alternatives. Try them out and then add more over time.

# GUIDE FOR HOTELIERS - SECTION 4

Think creatively: rather than repeat past procurement, if new uniforms are needed, could local design and production be used? If new buildings are being added, could local carvings or art be used for decoration?

## Work with local producers

- Mentor local suppliers so they quickly become part of your regular supply chain.
- Let your local suppliers know what you want – including quantities and timescales for deliveries - and work with them to understand customer needs and develop ideas. Give advice on quality, packaging and health and safety requirements.
- Pay promptly – ideally within 15 days.

## Put local, seasonal and traditional produce on the menu

- Use local food and drinks to create a unique experience for customers.
- Involve chefs and food and beverage managers so they know what you're aiming to achieve and get involved – encourage them to be creative.
- Plan for seasonality of produce and offer seasonal recipes in your restaurant. Seasonal produce always tastes better.
- Provide information for your guests on the food and promote the fact that you support local farmers – it's a great message!
- One night a week, serve only Cypriot food in the restaurant. Start with dishes that non-Cypriot guests are likely to recognise / like such as local cheeses, stifado, ofto kleftiko, keftedes, loukanika, together with lots of fresh local vegetables and fruit. Ask your guests what they enjoy and adapt the menu to suit them.

### CASE STUDY: SANI RESORT, HALKIDIKI ENGAGES WITH AND BENEFITS ITS LOCAL COMMUNITY:

- The resort sources local produce. The main theme is 'New Greek Cuisine: Taking tradition into the future' – over 60% of fruit and vegetables are sourced locally for all hotels throughout the year.
- Sani Eco Days - an event dedicated to nature and the Sani Wetlands, with interactive and fun eco-activities for kids, teens, families and adults.
- Animal rescue programme to improve the welfare of stray animals in the region.
- Guided tours for guests of a local farm that provides the hotels with fruit and vegetable produce.
- Planting over 10,000 trees in the local area
- Local community engagement through donations of used equipment to local schools, churches, charities, sponsoring local youth programmes, practical help such as painting the local elementary school and supporting local cultural events.

# GUIDE FOR HOTELIERS - SECTION 4

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## 3 Entertainment

There are lots of ways that you can introduce your guests to the rich culture and traditions of Cyprus. Work with tour operators to find out what their guests enjoy so that you can tailor what you offer to their tastes. And make sure that the product or service being offered is genuinely authentic and of good quality – for example work with the CSTI. Below are some suggestions:

- Give retail space to local entrepreneurs with something ‘different’ to offer for example, through a weekly craft fair and craft demonstrations.
- Display local crafts, paintings and products in the hotel and sell them in the hotel gift shop if you have one, or let guests know where they can buy them.
- Promote local culture with a regular ‘Cypriot night’ with traditional entertainment. Look at page 52 for a guide to arranging a successful cultural night.
- Host local food and drink demonstrations and traditional cookery classes, with recipe cards for guests to take home.
- Arrange local dance or language lessons – perhaps given by a member of staff
- Offer advertising space to local taxis, excursions and local licensed guides.

## 4 Support local charities

- Identify local charities that could use things that your hotel no longer uses.
- Work with your staff – ask them to suggest charities they know of and support.
- Make sure that the items you donate are of good quality, in working order and still serviceable. For example, bed linen, towels and table linen; stationery items; crockery, cutlery and glassware, computers and other electrical items can be donated to local homes for the elderly or children, hospitals, schools, cultural groups and animal welfare charities.



*“We want our guests to know they’re not just anywhere, they’re in Cyprus – whether it’s from tasting the local food and drink, seeing the local art on the walls in their room, visiting a local market, exploring the beautiful scenery inland or just relaxing on one of the cleanest beaches around. We’re proud to share it with them!”*

Philippos Drousiotis, Business Development Manager of Cyprotels Hotels & Resorts

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## CHECKLIST FOR COMPLYING WITH THIS SECTION

- ✓ **Are you sourcing as many goods and services as possible locally?**
- ✓ **Are you promoting and offering local entertainment to your guests, in and through the hotel?**
- ✓ **Are you donating used but good quality equipment and other goods to local charities?**

# GUIDE FOR HOTELIERS - SECTION 5

## SECTION 5. COMMUNICATING SUSTAINABILITY TO CUSTOMERS

### WHAT ARE THE CRITERIA?

- The hotel communicates its sustainability policy, performance and initiatives to customers
- The hotel provides information to guests on local attractions (archaeological, historical, natural etc) to promote customer visits
- Customer satisfaction surveys include the hotel's sustainability performance

### WHY DOES IT MAKE GOOD BUSINESS SENSE?

- More and more customers want to hear it: today's consumers are looking for better, more authentic experiences and expect sustainability to be 'built in' to their holiday product. In summer 2010 TUI Travel analysed around 900,000 questionnaires from their guests and found that on the whole, those who highly rated their approach to the environment and community were also more likely to give the overall holiday a high rating. Think about how you can use the story of your sustainability aims and achievements to interest and motivate your guests.
- You need their help too: your customers have a key role to play in helping you reduce your environmental impacts. The more they understand about what you're trying to achieve, and why, the more supportive they're likely to be.
- It's good for the destination: highlighting the natural and cultural attractions of Cyprus, the warmth of the welcome and the delicious cuisine – plus a growing reputation for commitment to sustainability – can offer new reasons to visit, broadening markets and potentially extending the season.

### HOW CAN YOU DO IT?

- Be honest and realistic. Don't feel that you have to have achieved all your sustainability ambitions before you can talk about them to your customers. Instead explain why you're committed to sustainability, where you are along the 'journey', how they can get involved and even ask for their suggestions. An ongoing story can be just as interesting as one where it's all already done.
- Explain why. If your guests understand, and sympathise with, the reasons why they're being asked to save water or reduce plastic waste, then they're far more likely to be cooperative and supportive, and think more of your business for the efforts you're making.

**CASE STUDY:** Nissi Beach Hotel has created an attractive guest area with an 'Environmental Corner' displaying its environmental awards and providing information on its sustainability initiatives. Guests can get involved through beach cleaning days, spreading sea lilies to grow in their natural habitat in the sand dunes, tree planting and conservation of lizards and local birds. The hotel has also produced a guest leaflet called 'Get closer to Nissi Beach' describing the flora that guests can look for at different times of the year – encouraging them to take a walk and discover more of the beach.

If a hotel has obtained certification from a scheme that is GSTC recognised it will be deemed to meet the minimum standards and will not need to be separately assessed.



# GUIDE FOR HOTELIERS - SECTION 5

**CASE STUDY:** A plastic-reduction project involving 26 hotels in Cyprus has eliminated almost 800,000 plastic bottles and over 450,000 plastic bags from the waste stream, reducing tourism-generated waste to landfill. A customer survey of 641 hotel guests during the project found 98% of holidaymakers thought the project was a good idea and 93% wanted to see it rolled out in other destinations.

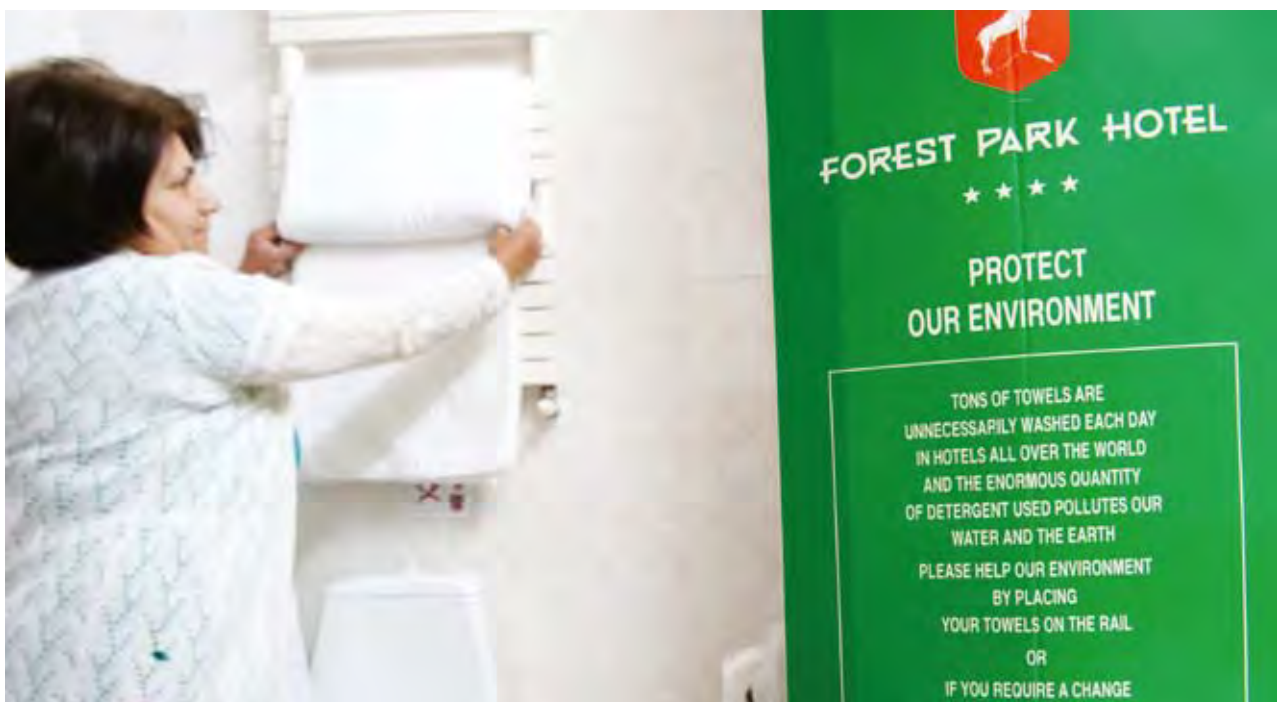
So explain what you're doing, and why, to guests, and they're likely to be very supportive.

- **Make it relevant.** It's good to set out your sustainability policy clearly, so that those who want to know the detail are able to look it up. However it's also important to talk naturally to your guests about what you're doing, and to make it interesting, fun and relevant to them. If it catches their imagination, they'll be far more supportive and willing to get involved themselves. Use simple, fun messages – in the same way as you would for any other customer communications. Let guests know how your sustainability initiatives enhance their stay – that the product and service you offer them is a better quality one for being more local, responsible and authentic.



*"It's about giving guests a local flavour that they really appreciate. They might not want to read the detail of our sustainable procurement policy, but they love to hear that the lemon in their gin and tonic, the mint in their mojito or the spices in their evening meal were grown just outside in the hotel gardens."*

Nicos Hadjicosteas, Manager, Nissi Beach Resort



# GUIDE FOR HOTELIERS - SECTION 5

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## WHEN AND WHAT SHOULD YOU TELL THEM?

Here are some suggestions for ways in which you can communicate with your customers about sustainability, and ideas for making it work.

- On your website: this works before, during and after their stay. Include information such as your sustainability policy but also take care to weave sustainability more subtly into other messages – such as the local food you're proud to serve or ways you suggest that guests explore the local area;
- When they arrive: first impressions count! So make sure there's no wasteful lighting in the reception area and that lights and appliances are switched off in the guestrooms when customers arrive;
- Through welcome packs / information meetings: work with tour operator representatives to highlight your hotel-based initiatives such as the great local food and drinks you serve, as well as opportunities for your guests to explore and discover the 'real Cyprus' (see section 4 above);
- In the hotel public areas: through attractive displays, information boards, leaflets;
- Through your staff: if they're motivated and knowledgeable, your staff are your greatest sustainability ambassadors;

### In guestrooms:

- Information in the guestbook – perhaps including the hotel's sustainability policy, your ambitions, what you hope to achieve and how guests can contribute. It's helpful to let them know the local context – for example pressure on water supplies, so they understand the reasons it's important for the local environment;
  - Information cards and discreet signs politely reminding customers to conserve water by not running the tap when cleaning their teeth or shaving, turn lights, air conditioning and appliances off and close curtains or blinds when leaving the room, and explaining the hotel's linen change and towel reuse policies and how they can help.
  - Offer them a benefit rather than feeling as though they are being asked 'not' to do things.
  - For example, provide a cotton or canvas bag (locally made if possible) in each guestroom at the beginning of each stay, with your hotel name and a message such as 'Please use me for shopping during your stay and help us reduce plastic use'. This has an environmental benefit in reducing plastic waste, sends a positive message to your customers and is a good advertising tool if they take it home with them.
  - You could reward your guests with a gift such as a box of locally made sweets to thank them for helping you with your environmental initiatives.
- Customer feedback: engage with customers, invite feedback through survey forms (see page 29), your website and social media and put realistic suggestions into practice;
  - Use social media to keep in touch with previous customers and attract new ones – updating them on sustainability initiatives and reminding them of the reasons to visit or return.

# GUIDE FOR HOTELIERS - SECTION 5

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## ENCOURAGE GUESTS TO GET OUT AND ABOUT, SAMPLE LOCAL DELICACIES AND BUY LOCAL SOUVENIRS. FOR EXAMPLE:

- Find out about – and promote – local opportunities to give guests a real flavour of your destination. Work with tour operators and local guides to include information on buying local crafts and other products or services such as locally run excursions or boat trips, within welcome packs, briefings, by providing leaflets in the hotel reception area and guestrooms.
- Recommend a nearby market they can visit.
- Inform guests about local customs and lend them a Greek phrase book or produce a sheet to give them, with useful Greek phrases: see the suggestion on page 51.
- Encourage them to try local food and recommend some local restaurants, cafes and bars where they can try Cypriot specialities. Give them the CTO 'Flavours of Cyprus' booklet.
- Provide maps and information on local walks so guests have the confidence to explore. Have bicycles available to borrow or hire, provide bus timetables and offer a minibus service to local villages, towns or craft centres – or work with a local taxi service.
- Promote the six Cyprus self-drive village routes, enabling your guests to discover the 'real Cyprus', visiting the heart of the island.
- All-inclusive hotels: consider offering a 'paid for voucher scheme' for guests to enjoy a meal at a local restaurant once a week. This will save on the operational costs of the hotel restaurant, help boost the revenue of local businesses, and offer your customers something a bit different.
- Arrange joint promotions with local attractions such as discounted entry for your guests
- Support destination-wide initiatives such as festivals, which can bring tourists in to the destination in low season and encourage visitors out in to the local community.



# GUIDE FOR HOTELIERS - SECTION 5

## CUSTOMER FEEDBACK AND SATISFACTION SURVEYS

### HOW TO INCORPORATE SUSTAINABILITY INTO YOUR CUSTOMER SATISFACTION SURVEYS / FEEDBACK FORMS

**There are three main ways in which you can do this:**

- 1** Include a specific question briefly explaining your sustainability initiatives, asking guests what they think of the programme, and how, if at all, they have impacted on their stay. To demonstrate that sustainability is an important part of your hotel's overall activities, this section should be of the same length and importance as all other sections.
- 2** Analyse overall customer survey / feedback forms, bearing in mind any recent sustainability initiatives you've introduced. Assess whether the changes have had an impact (positive, negative or none) on customer feedback on e.g. service and staff knowledge; room facilities and cleanliness and hotel facilities. If, for example, you've recently reduced the water flow in guest taps and showers, and there is no negative feedback on room facilities, that's good news!
- 3** It's often useful in customer surveys to include a question at the end of the questionnaire that is changed say monthly, to ask customers what they think of a new initiative (whether sustainability related or something else). So for example you could ask customers their views on your hotel's new environment policy or plastics reduction initiative.

Each department should go through the customer surveys to identify areas relating to their work – particularly where sustainability practices are concerned or changes have recently been made. Customer comments should be fed back to staff, for example via a staff notice board.

**CASE STUDY:** Palm Beach Hotel & Bungalows: through its website, Palm Beach gives its guests a taste of Cyprus before they arrive, by providing information on local customs, food and wines, music and dance.

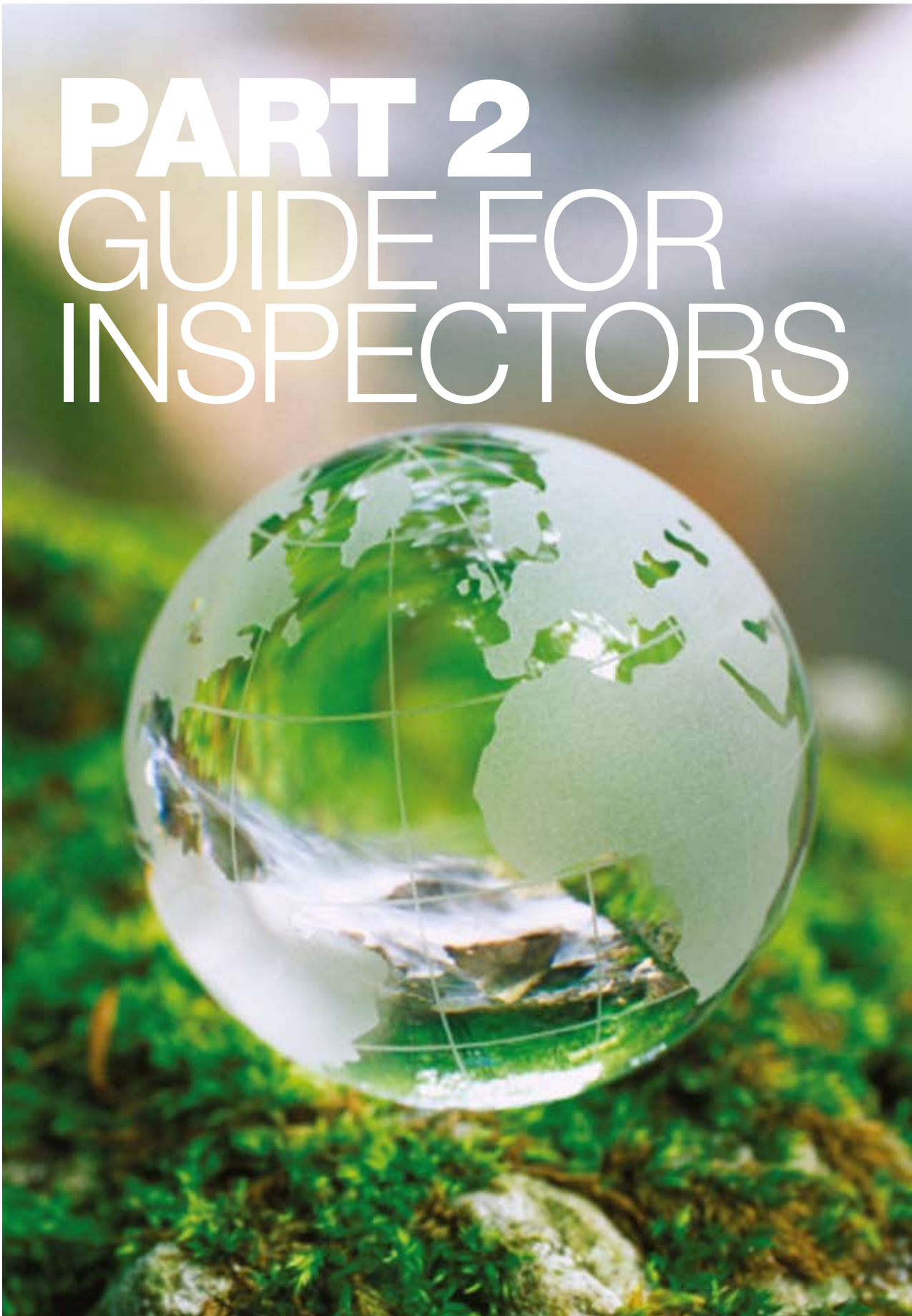
### CHECKLIST FOR COMPLYING WITH THIS SECTION

- ✓ **Do you tell your customers about your sustainability policy, initiatives and why they're important?**
- ✓ **Do you help guests discover Cyprus by giving them plenty of information about local attractions?**
- ✓ **Do you ask your customers to tell you what they think of your sustainability initiatives, through feedback forms or surveys?**

If a hotel has obtained certification from a scheme that is GSTC recognised it will be deemed to meet the minimum standards and will not need to be separately assessed.



# **PART 2** GUIDE FOR INSPECTORS



# GUIDE FOR INSPECTORS

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## GUIDELINES FOR INSPECTORS

The previous sections have set out some detail for the hotels to assist them in complying with the five minimum standards, and will also be a useful reference for you when inspecting the hotels. This part now sets out some further guidance for those inspecting the hotels and assessing whether they meet the criteria for each section of the minimum standards.

### INTRODUCTION

For the first time in any destination, sustainability minimum standards are being incorporated into quality standards for hotels in Cyprus. The first section of this publication sets out detailed guidelines to help all hotels to comply with the guidelines. The sections below, as well as also being helpful to the hotels, set out the detail of what inspectors and auditors need to look for to assess hotels' compliance with the standards.

If a hotel has obtained certification from a scheme that is Global Sustainable Tourism Criteria (GSTC) recognised it will be deemed to meet these minimum standards and you do not need to assess it – simply note compliance with all standards. For a full list of GSTC recognised standards visit <http://www.gstccouncil.org/sustainable-tourism-gstc-criteria/gstc-recognized-standards.html>

## SECTION 1: INTEGRATING SUSTAINABILITY INTO BUSINESS PLANNING

### What are the aims of this standard?

- To encourage hotels to understand the business case for sustainability
- To require hotels produce a written policy and action plan to show that they are committed to implementing sustainable initiatives, have considered the impacts of their hotel and decided upon the steps they will take to address and mitigate those impacts
- To ask hotels to participate in local and national groups focusing on sustainable tourism, so that they can benefit from sharing the expertise and resources of others
- To ensure that a strategic approach is taken to carrying out sustainability initiatives by forming a staff team with responsibility for implementing the programme.

# GUIDE FOR INSPECTORS

Criteria under this section	Checklist
The hotel has a policy outlining their commitment to reduce environmental impacts and supporting social issues	<ul style="list-style-type: none"> <li>■ <b>A written and up to date sustainability policy, including:</b> <ul style="list-style-type: none"> <li>■ A vision or mission statement setting out the hotel's commitment to sustainability and to addressing environmental and social impacts of its operations</li> <li>■ A review of the hotel's current sustainability activities, if any</li> <li>■ Quantifiable and measurable targets for reducing its impacts, both environmental and social</li> </ul> </li> <li>■ <b>Communication of the policy to the general public, clients and guests, for example by:</b> <ul style="list-style-type: none"> <li>■ Publication on the hotel website</li> <li>■ Inclusion in correspondence with agents and tour operators</li> <li>■ Inclusion in written guestroom information</li> </ul> </li> </ul>
The hotel has developed a sustainability action plan to deliver against the policy. The action plan shall include objectives and targets to measure performance improvements over time	<ul style="list-style-type: none"> <li>■ <b>A written action plan, setting out measurable targets and goals for each area of the hotel's operation</b></li> <li>■ <b>Communication of the action plan to all staff, demonstrated by:</b> <ul style="list-style-type: none"> <li>■ Training plans</li> <li>■ Training records</li> <li>■ Interviewing staff</li> <li>■ Plan setting out specific individuals responsible for implementing the action plan and allocating tasks to specific individuals and / or teams</li> <li>■ Timeframe for completion of all tasks and targets in the action plan</li> </ul> </li> </ul>
The hotel participates in local and nationalised organised groups for sustainable development	<ul style="list-style-type: none"> <li>■ <b>Evidence of membership and participation in groups:</b> <ul style="list-style-type: none"> <li>■ Communications – emails, letters</li> <li>■ Attendance at meetings: notes, minutes, newsletters</li> <li>■ Participation in activities: correspondence, photos</li> <li>■ Interviewing staff</li> </ul> </li> </ul>
The hotel has a committee in operation to deliver the sustainability plan	<ul style="list-style-type: none"> <li>■ <b>Green team or committee in place, specifically addressing sustainability as part of its remit and in every meeting. Demonstrated by:</b> <ul style="list-style-type: none"> <li>■ Clear terms of reference – in writing and understood by staff (check by speaking with team representatives)</li> <li>■ Meeting notes</li> <li>■ Action plans</li> <li>■ Records of results achieved</li> </ul> </li> </ul>
<p><b>If a hotel has obtained certification from a scheme that is GSTC recognised it will be deemed to meet the minimum standards and you will not need to assess any of the above criteria separately. Simply note compliance with all standards.</b></p>	

# GUIDE FOR INSPECTORS

## SECTION 2: SYSTEM FOR MEASURING AND MINIMISING ENVIRONMENTAL IMPACTS

### WHAT ARE THE AIMS OF THIS STANDARD?

- To enable hotels to calculate their current water, energy and chemical use, air emissions and waste levels and continually measure over time
- To help them understand the cost savings that can be achieved through efficiencies from simple actions to longer term investments
- To help them take specific steps in each of these areas, to reduce resources used and make financial savings

Criteria under this section	Checklist
<p><b>The hotel has a system in place to measure and minimise their:</b></p> <ul style="list-style-type: none"><li>■ consumption of water, energy and chemicals</li><li>■ emissions to air</li><li>■ generation of waste</li></ul>	<ul style="list-style-type: none"><li>■ <b>Measurement of:</b><ul style="list-style-type: none"><li>■ Water: bills, meter readings, monthly written records of consumption</li><li>■ Energy: bills, meter readings, monthly written records of consumption</li><li>■ Chemicals: purchase records, monthly written records of volumes used</li><li>■ Emissions to air</li><li>■ Waste: bills, waste collection data (e.g. weights), monthly written records of amounts generated, sent to landfill and recycled</li></ul></li><li>■ <b>Minimisation of environmental impacts through a system with specific measures to address each of the following:</b><ul style="list-style-type: none"><li>■ Water</li><li>■ Energy</li><li>■ Chemicals</li><li>■ Emissions to air</li><li>■ Waste</li></ul></li><li>■ <b>Evidenced by:</b><ul style="list-style-type: none"><li>■ Action plan</li><li>■ Utility bills and invoices, waste disposal records</li><li>■ Staff training records</li><li>■ Maintenance records</li><li>■ Housekeeping records</li><li>■ Interviews with staff</li><li>■ Information provided to guests e.g. in guestrooms and public areas</li><li>■ Consumption records for each of the five items above</li></ul></li></ul>

If a hotel has obtained certification from a scheme that is GSTC recognised it will be deemed to meet the minimum standards and you will not need to assess any of the above criteria separately. Simply note compliance with all standards.



# GUIDE FOR INSPECTORS

## SECTION 3: PROTECTING HUMAN CAPITAL

### WHAT ARE THE AIMS OF THIS STANDARD?

- To help hotels understand the business benefits of protecting the asset that is their staff
- To enable hotels to offer a working environment in which staff feel valued and that they are making a contribution: boosting retention rates, staff morale and a better customer experience
- To help hotels train their staff in sustainability principles and procedures
- To help staff understand the importance of a sustainable approach and the role they have to play
- To encourage staff to be involved in sustainability decision-making and management as part of their career progression

Criteria under this section	Checklist
Hotels provide training for staff in sustainability on an ongoing basis	<ul style="list-style-type: none"> <li>■ Full training plan</li> <li>■ Training records</li> <li>■ Meeting minutes</li> <li>■ Signs and information in staff communal areas</li> <li>■ Staff training manuals</li> <li>■ Interviews with staff</li> </ul>
Roles and responsibilities are clearly outlined and communicated	<ul style="list-style-type: none"> <li>■ Training and staff records</li> <li>■ Interviews with staff</li> </ul>
Staff are encouraged to be actively involved in sustainability management	<ul style="list-style-type: none"> <li>■ <b>Evidence of staff training and policies</b></li> <li>■ <b>Records of Green team members, activities, meetings</b></li> <li>■ <b>Records of other meetings which have included staff consultation on sustainability initiatives, targets etc</b></li> <li>■ <b>Records of staff rewards and incentives for sustainability performance e.g.:</b> <ul style="list-style-type: none"> <li>■ Staff feedback forms</li> <li>■ Staff competitions</li> <li>■ Suggestion boxes</li> </ul> </li> </ul>

If a hotel has obtained certification from a scheme that is GSTC recognised it will be deemed to meet the minimum standards and you will not need to assess any of the above criteria separately. Simply note compliance with all standards.

# GUIDE FOR INSPECTORS

## SECTION 4: SUPPORTING THE LOCAL COMMUNITY

### WHAT ARE THE AIMS OF THIS STANDARD?

- To help hotels understand the business, reputational and product quality benefits of local sourcing
- To enable local businesses and the local economy to benefit as much as possible from tourism related spending
- To help guests experience as much of possible of what Cyprus has to offer
- To ensure the local community benefits as much as possible from tourism activities

Criteria under this section	Checklist
<p><b>The hotel purchases local goods and services whenever viable to do so eg;</b></p> <ul style="list-style-type: none"> <li>■ wines and beverages</li> <li>■ foodstuff (including organic food)</li> <li>■ furniture and decorative items (showing the local character)</li> <li>■ technical services from local enterprises</li> </ul>	<ul style="list-style-type: none"> <li>■ Completed inventory demonstrating consideration of local alternatives for items currently purchased</li> <li>■ Suppliers' information and references</li> <li>■ Communications with potential and actual suppliers e.g. letters, emails</li> <li>■ Purchasing logs and records</li> <li>■ Invoices and receipts</li> <li>■ Local food and drink on menus</li> <li>■ Photographs where applicable</li> </ul>
<p><b>Entertainment activities offered by the hotel incorporate local people/businesses where viable to do so eg;</b></p> <ul style="list-style-type: none"> <li>■ local food/market events</li> <li>■ local musicians</li> </ul>	<ul style="list-style-type: none"> <li>■ Entertainment planning records</li> <li>■ Communications with local suppliers</li> <li>■ Advertising material for events</li> <li>■ Photographs of events</li> <li>■ Completed customer feedback records</li> </ul>
<p>Reusable items and equipment which is clean, sanitised and in good working order are donated to local charities</p>	<ul style="list-style-type: none"> <li>■ Communications with local charities (letters, emails etc)</li> <li>■ Records of items donated</li> <li>■ Photographs</li> </ul>

**If a hotel has obtained certification from a scheme that is GSTC recognised it will be deemed to meet the minimum standards and you will not need to assess any of the above criteria separately. Simply note compliance with all standards.**

# GUIDE FOR INSPECTORS

## SECTION 5: COMMUNICATING SUSTAINABILITY TO CUSTOMERS

### WHAT ARE THE AIMS OF THIS STANDARD?

- To help hotels to make the most of their sustainability programme by using it as a way to communicate with, engage and inspire their customers
- To ensure that guests are fully aware of sustainability initiatives and appreciate the positive effect they have on the quality of their holiday experience
- To create a two-way dialogue between the tourism industry and its guests on the benefits of a sustainable approach and feedback on improvements that could be made

Criteria under this section	Checklist
The hotel communicates their sustainability policy, performance and initiatives to customers	<ul style="list-style-type: none"> <li>■ <b>Evidence of communications e.g. on / in</b> <ul style="list-style-type: none"> <li>■ Hotel website</li> <li>■ Social media sites</li> <li>■ Welcome briefings</li> <li>■ Guest information pack</li> <li>■ Signs in guestrooms and around the hotel</li> <li>■ Staff training records</li> </ul> </li> </ul>
The hotel provides information to guests on local attractions (archaeological, historical, natural etc) to promote customer visits	<ul style="list-style-type: none"> <li>■ <b>Evidence of information provided e.g. on / in:</b> <ul style="list-style-type: none"> <li>■ Hotel website</li> <li>■ Information in reception and other public areas</li> <li>■ Welcome briefing</li> <li>■ Information provided on arrival</li> <li>■ Guestroom information e.g. guestbook, leaflets</li> <li>■ Staff training includes communicating with guests about local attractions</li> </ul> </li> <li>■ <b>Interviewing guests</b></li> </ul>
Customer satisfaction surveys include the hotel's sustainability performance	<ul style="list-style-type: none"> <li>■ <b>Survey records</b></li> <li>■ <b>Completed customer feedback forms</b></li> <li>■ <b>Records of actions taken to implement suggestions or improvements as a result of customer feedback</b></li> </ul>
<p><b>If a hotel has obtained certification from a scheme that is GSTC recognised it will be deemed to meet the minimum standards and you will not need to assess any of the above criteria separately. Simply note compliance with all standards.</b></p>	



**PART 3**  
APPENDICES  
AND TEMPLATES



# APPENDICES AND TEMPLATES

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This final section includes sources of further information as well as templates to help the hotels through the process of complying with the minimum standards:

## PAGE

<b>39</b>	Sources, further information and useful links
<b>41</b>	Sample sustainability policy
<b>42</b>	Sustainability action plan template
<b>43</b>	Minimising environmental impacts: some ideas to get started
<b>47-49</b>	Staff training plan
<b>50</b>	Local purchasing inventory
<b>51</b>	Sample Greek phrases for guests
<b>52</b>	Guide to organising a Cypriot food / cultural event

# APPENDICES AND TEMPLATES

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## SOURCES, FURTHER INFORMATION AND USEFUL LINKS:

**The Travel Foundation:** [www.thetravelfoundation.org.uk](http://www.thetravelfoundation.org.uk) provides a huge range of business tools, guidelines and training:

- The Travel Foundation Greener Accommodations tools page, with useful worksheets, guidelines, posters, tips and information videos is available here (in English and Greek as well as other languages): [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/greener\\_accommodations/](http://www.thetravelfoundation.org.uk/green_business_tools/greener_accommodations/)
- The Travel Foundation booklet 'Sustainable tourism is good for business' also provides a useful overview of suggested actions: [http://www.thetravelfoundation.org.uk/images/media/A4\\_MANAGERS\\_LEAFLET\\_2011\\_ENGLISH\\_AW.pdf](http://www.thetravelfoundation.org.uk/images/media/A4_MANAGERS_LEAFLET_2011_ENGLISH_AW.pdf)
- Read more here about the Travel Foundation's work in Cyprus: <http://www.thetravelfoundation.org.uk/projects/destinations/cyprus/>

### Section 1 – Integrating sustainability into business planning

- Travel Foundation Green Business tool 'How to write a sustainable tourism policy': [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/sustainable\\_tourism\\_policy/](http://www.thetravelfoundation.org.uk/green_business_tools/sustainable_tourism_policy/)
- Travel Foundation 'Monitoring water, waste and energy': [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/greener\\_accommodations/monitoring/](http://www.thetravelfoundation.org.uk/green_business_tools/greener_accommodations/monitoring/)

### Section 2 – Measuring and minimising environmental impacts

- Travel Foundation 'Monitoring water, waste and energy': [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/greener\\_accommodations/monitoring/](http://www.thetravelfoundation.org.uk/green_business_tools/greener_accommodations/monitoring/)
- Travel Foundation 'Water' guidelines and implementation: [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/greener\\_accommodations/water/](http://www.thetravelfoundation.org.uk/green_business_tools/greener_accommodations/water/)
- Travel Foundation 'Energy' guidelines and implementation: [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/greener\\_accommodations/energy/](http://www.thetravelfoundation.org.uk/green_business_tools/greener_accommodations/energy/)
- Travel Foundation 'Waste' guidelines and implementation: [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/greener\\_accommodations/waste/](http://www.thetravelfoundation.org.uk/green_business_tools/greener_accommodations/waste/)
- Recycling in Cyprus: <http://greendot.com.cy/en/greendot-home>

### Section 3 – Protecting human capital

- Travel Foundation 'Fair employment': [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/greener\\_accommodations/fair\\_employment/](http://www.thetravelfoundation.org.uk/green_business_tools/greener_accommodations/fair_employment/)
- Travel Foundation 'Staff training and development' tool: [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/staff\\_training\\_development/](http://www.thetravelfoundation.org.uk/green_business_tools/staff_training_development/)
- Cyprus Department of Labour: [http://www.mlsl.gov.cy/mlsi/dl/dl.nsf/dmlindex\\_en/dmlindex\\_en?OpenDocument](http://www.mlsl.gov.cy/mlsi/dl/dl.nsf/dmlindex_en/dmlindex_en?OpenDocument)

### Section 4 – Supporting the local community

- Travel Foundation 'Buying local': [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/greener\\_accommodations/buying\\_local/](http://www.thetravelfoundation.org.uk/green_business_tools/greener_accommodations/buying_local/)
- Flavours of Cyprus: A food guide for visitors (Cyprus Tourism Organisation, 2012) – [http://www.visitcyprus.com/media/eBrochures/ipod/Flavours\\_of\\_Cyprus\\_eng\\_cnt.pdf](http://www.visitcyprus.com/media/eBrochures/ipod/Flavours_of_Cyprus_eng_cnt.pdf)

# APPENDICES AND TEMPLATES

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## Section 5 – Communicating sustainability to customers

- Travel Foundation Guest communications: [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/greener\\_accommodations/communications/](http://www.thetravelfoundation.org.uk/green_business_tools/greener_accommodations/communications/)
- Travel Foundation Communications tool: [http://www.thetravelfoundation.org.uk/green\\_business\\_tools/communications\\_tool/](http://www.thetravelfoundation.org.uk/green_business_tools/communications_tool/)

**Going further:** the following resources have a great deal of practical information and advice on further steps and longer-term investments to achieve even more cost savings and efficiencies:

- **Survival of the Fittest: Sustainable tourism means business** (Travel Foundation and Forum for the Future, 2012): [http://www.thetravelfoundation.org.uk/images/media/Whitepaper\\_Survival\\_of\\_the\\_Fittest\\_2012.pdf](http://www.thetravelfoundation.org.uk/images/media/Whitepaper_Survival_of_the_Fittest_2012.pdf)
- **Guidelines for Environmental Sustainability in Hotels** (TUI Travel PLC) – available in English and Greek from <http://www.tuitravelplc.com/sustainability/reporting> (click on 2011)
- **Going Green: Minimum standards towards a sustainable hotel** (International Tourism Partnership) - [http://www.tourismpartnership.org/images/content/downloads/pdf/going\\_green\\_english\\_final.pdf?phpMyAdmin=Zd1KntrlWrp5naH36prpqkf%2Cai0&phpMyAdmin=cpubnqEvF6EtPsurLpUs99ncVv3](http://www.tourismpartnership.org/images/content/downloads/pdf/going_green_english_final.pdf?phpMyAdmin=Zd1KntrlWrp5naH36prpqkf%2Cai0&phpMyAdmin=cpubnqEvF6EtPsurLpUs99ncVv3)
- **Travelife Supplier Sustainability Handbook** - [http://www.travelife.org/Hotels/documents/Supplier\\_Sustainability\\_Handbook\\_English.pdf](http://www.travelife.org/Hotels/documents/Supplier_Sustainability_Handbook_English.pdf)
- **Green Hotelier:** [www.greenhotelier.org](http://www.greenhotelier.org) showcases best practice and case studies and offers practical and technical information on green issues in the hospitality industry.
- **Managing environmental and social issues in the accommodations sector** (Center for Environmental Leadership in Business and Tour Operators Initiative) - <http://www.toinitiative.org/file-admin/docs/publications/HotelGuideEnglish.pdf>

# APPENDICES AND TEMPLATES

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## SAMPLE SUSTAINABILITY POLICY

At [hotel name] we believe in caring for our guests, our staff, the environment and our local community. These are our fundamental values and everyone working at our hotel has their part to play in delivering them. Visit us and you'll meet team members who enjoy doing something they believe in. You'll see how together, we're turning environmental and social issues into natural, everyday actions.

Our aim is to deliver an outstanding guest experience while making a positive difference to the community and environment in which we operate – through high quality services, economic benefits, environmental protection, community involvement and employment.

### **In order to adhere to these principles, we endeavour to:**

- Set sound measurable environmental and social objectives and targets, and integrate a process of review and reporting;
- Comply with all applicable laws, statutes and regulations;
- Continuously improve performance and reduce the environmental and social impacts of our activities;
- Engage and create sustainability awareness among our employees, customers, suppliers and local community;
- Encourage motivation and creativity.



# APPENDICES AND TEMPLATES

## SUSTAINABILITY ACTION PLAN TEMPLATE

Reminder of mission statement from sustainability policy				
Overall objectives				
Action plan:				
	Area of hotel operations			
	Reception & office areas	Housekeeping	Maintenance & operations	Food & beverage
<b>1. Key impacts:</b>				
■ <b>Environmental:</b>				
■ Energy				
■ Waste				
■ Water				
■ Chemicals				
■ <b>Local community and purchasing</b>				
■ <b>Customers</b>				
<b>2. Steps to take to address those impacts</b>				
<b>3. Staff members responsible</b>				
<b>4. Staff training</b>				
<b>5. Targets</b>				
<b>6. Timescale for completion of targets</b>				
<b>7. Review and setting new targets</b>				

# APPENDICES AND TEMPLATES

## MINIMISING ENVIRONMENTAL IMPACTS: SOME IDEAS TO GET STARTED

### ENERGY

- **Install energy efficient lamps:** Hotel lighting can account for as much as 25% of your total electricity bill. Energy efficient CFLs use 75% less energy than tungsten bulbs, last 8-10 times longer and generate less heat, reducing the need for air conditioning, so are a cost-effective way of making savings as well as reducing maintenance time.
- **Turn it off! When not in use, make sure these are all switched off:**
  - In unoccupied guestrooms / when guests are out: lights, TVs, air conditioning / heating
  - In office areas and back of house, including storage and maintenance rooms: lights; air conditioners; fans; printers and computers (including monitors)
  - In reception and other public areas: lights when there is enough natural daylight
  - Outside: decorative lights in garden, beach and front of house areas after most guests have gone to sleep (e.g. 1 a.m.); decorative fountain pumps
  - In guest facilities: whirlpools, jacuzzis, sauna heaters and swimming pool pumps
  - In the laundry: irons and flat irons
  - In kitchens and restaurants: extractor fans; plate warmers; ranges, stoves, grills and fryers; buffet serving areas and heating lamps; dishwashers; coffee/tea urns; toasters; restaurant lights between meal services.
- **Maintain and clean equipment** regularly e.g. lint trap on dryers, refrigeration condenser coils.
- **Full loads and low temperature settings** for washing machines, dishwashers and glasswashers: saving both energy and water. Avoid using tumble driers: line dry outside instead.
- **Housekeeping:** once rooms are serviced, close sheers fully and curtains 3/4 closed, to avoid rooms heating from the sun. Report to maintenance any poorly fitting doors, windows or draughts.

### WATER

- **Check guest bathroom fittings**

Guest bathrooms are one of the most water intensive areas in tourist accommodation so offer potential to make great savings. For example, the maximum flow of fittings in guest bathrooms should be 10 litres per minute for showers and 6 litres per minute for taps. However it's often far higher, wasting significant amounts of water – and therefore money and profit. Fortunately, solutions are cheap and simple to implement. For example:

Device	Cost	Payback period
Low flow showerhead (unscrew the current shower head and replace with a new low flow version)	€10-30	Up to 5 months
Fit shower flow controllers	€5	1 month
Tap aerators (mix air into the flow of the water, reducing overall output)	€3-5	2 months

# APPENDICES AND TEMPLATES

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## **1 Measure the maximum flow of taps and shower heads. To do this for a shower:**

- Turn on the shower at full flow (i.e., both the hot and the cold taps should be fully open).
- Place a container of a specific volume (5 litres is usually best) under the showerhead and measure how much time it takes to fill with water.
- If the flow is not steady, repeat the measurement three times and calculate the average time needed to fill the container.
- To calculate the flow rate, divide the number of litres the container holds, by the number of minutes it took to fill it. For example, if it takes 15 seconds to fill a 5 litre container, the flow rate is 20 litres a minute, which is excessive and which you can and should reduce.
- This procedure can also be used to measure the flow output of taps, hoses, or any other device that produces an open and accessible flow of water.

## **2 Test a few low flow shower heads and tap aerators first to make sure the flow is satisfactory;**

## **3 Take the plunge! Change the fittings in all guest bathrooms.**

In a 'typical' 100 room hotel, once the devices start paying for themselves, reducing water flow in showers and taps will save almost €10000 a year in water and LPG costs<sup>1</sup>.

- **Check toilets;** Leaking toilets can use as much as 25-50% of indoor water. So leaks must be reported straight away by housekeeping or other staff and fixed immediately by maintenance staff. Keep spare parts in stock, and get maintenance teams to inspect all toilets at least every three months. If toilets don't have a dual flush, fit water displacement devices to reduce the quantity of water used per flush.

### ■ **Housekeeping:**

- Create – or revive – a towel and linen reuse policy

Towel reuse and linen change policies are now fairly common, and can save not only water, but energy and detergent too. The programmes are explained to guests by using a simple tent card. The guests can then decide when they would like their towels changed, rather than automatically changing them according to the regulations of the CTO.

In a 'typical' 100 room hotel, following these two programmes reduces laundry chemicals by 22% and cuts water and energy costs by €5300 a year. Maintenance and labour costs are reduced and laundry equipment and linens last for longer.

The schemes will only work if housekeeping staff understand the reasons behind them, are trained that it's important to follow guests' wishes and appreciate that the scheme does not reduce the quality of service provided. To see how effectively the programme is working, keep a record each month of the number of towels and bed linen items used.

# APPENDICES AND TEMPLATES

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- **Avoid wasting water:** don't run taps unnecessarily (e.g. housekeeping, kitchen staff), ensure kitchen staff thaw food in the fridge and not under running water, and that housekeeping staff only flush once or twice when cleaning toilets. Use a mop and bucket for cleaning floors.

- **In outside areas:**

- Water gardens in the evening to avoid wasting water through evaporation
- Use a mop and bucket instead of a hose for cleaning outside areas and vehicles

- **Reduce swimming pool backwashing:** you only need to do it every 2-3 days.

- **Waste**

Focus in particular on reducing the amount of waste you generate, as this is the way to make the greatest cost savings on waste, through buying less and paying less for disposal. Consider focusing on one waste stream at a time (for example plastic waste first, and then other waste streams later). Here are some ideas to think about:

- **Reduce:**

- Replace disposable plastic cups with multi-use durable cups and provide drinking water dispensers and carafes instead of bottled water;
- Use storage containers instead of foil or plastic wrap;
- Use bin liners only in bathrooms, of the correct size and replace only when soiled / damaged;
- Don't use plastic wrapping for newspapers, laundry, glasses in guest bathrooms or fruit baskets;
- Only provide straws in drinks for children or if requested by guests;
- Print double sided or not at all if you can help it, and only use envelopes for guest information if the contents are confidential;
- Only provide newspapers if requested by guests;
- Replace single serve items such as butter, jam, sugar, condiments etc with refillable dispensers;
- Buy in bulk, with as little packaging as possible, and work with local suppliers to reduce and return packaging for reuse;
- Provide guestroom toiletries in refillable dispensers (perhaps ceramic or terracotta ones made locally) instead of individual sachets and soaps. Let your guests know that extra items such as cotton wool, sewing kits etc are available at reception instead of supplying them in every room.

- **Reuse**

- Use reusable crockery and plates for guests and staff instead of disposable ones. As well as reducing waste, it is more cost effective even taking account of staff time to collect the items and load into the dishwasher – and adds to a feeling of quality for the guest;
- Use reusable placemats, tray covers and drink mats, and linen napkins (made locally if possible), instead of disposable alternatives;
- Bring towels, linen and laundry to guestrooms in baskets or cotton bags;
- Donate linen and towels in reusable condition to a charity (see page 24) or if no longer serviceable, cut up to use as cleaning cloths;
- Reuse non-confidential waste paper for notes and telephone messages.



# APPENDICES AND TEMPLATES

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## ■ Recycle

- Separate recyclables and help your guests to do the same. The following should be recycled:
  - Paper and cardboard
  - Materials and fabrics
  - Plastic bottles and containers
  - Glass jars and bottles
  - Aluminium and steel cans
- Provide an attractive basket (locally made if possible) for your guests to put paper, glass etc in their rooms. For staff, provide very clearly labelled bins to separate waste for recycling.

## ■ Chemicals

- **Source and use natural, biodegradable alternatives to chlorine and bleach based products for:**
- Cleaning: kitchen, guestrooms, public internal and external areas
  - Laundry detergent
  - Swimming pool cleaning
  - Guest soaps, shower gel and shampoo
  - Maintenance and gardening: solvents, paints, fertilisers and pesticides
- **Use rechargeable batteries**
- **Dispose of old refrigeration equipment with CFCs responsibly**

## ■ Emissions to air

- **Ensure you comply with local and international legislation on air emissions**
  - **Reduce your carbon footprint:**
    - Local sourcing (see section 4)
    - Cut down on transport emissions – use public transport, cycle or walk whenever possible
    - Track and cut down on your fuel and LPG use

# APPENDICES AND TEMPLATES

## TRAINING PLAN

<b>STEP ONE</b>	<b>Training of key employee with overall responsibility for delivering sustainability programme</b>														
<b>STEP TWO</b>	<p><b>Initial training for all staff</b> and to include in new staff induction and staff training manuals Hotel's sustainability policy – what is it and why?</p> <ul style="list-style-type: none"> <li>Our customers are looking for accommodation that is working to improve its sustainability and reduce negative environmental impact</li> <li>The hotel is making efforts to reduce its water, energy, fuels and chemical usage and to minimise the production of waste</li> <li>All departments are able to contribute to this effort</li> </ul>														
<b>STEP THREE</b>	<p><b>Survey and/or consultation</b></p> <ul style="list-style-type: none"> <li>Identify those keen to be involved</li> <li>Involve staff in decision making and target setting</li> </ul>														
<b>STEP FOUR</b>	<p><b>Set up a 'green team'</b></p> <ul style="list-style-type: none"> <li>Function: to oversee day to day implementation of the plan and monitor progress against environmental objectives</li> <li>To include a representative from each operations area of the hotel to be responsible for implementing sustainability initiatives in their area of work.</li> </ul>														
<b>STEP FIVE</b>	<p><b>Departmental training</b></p> <ul style="list-style-type: none"> <li>Ideally, incorporated into wider ongoing training</li> <li>Incorporate sustainability into daily roles and responsibilities, making clear what's expected (not doing more but differently)</li> <li>Use tools such as the Travel Foundation's 'Go Greener Holidays' quiz <a href="http://travelfoundationtraining.com">http://travelfoundationtraining.com</a> to make their training interactive and interesting</li> <li>One set of changes at a time e.g. energy one month, water once energy changes have been implemented well (see sections below for each department)</li> <li>All staff should also be trained in communicating with customers about environmental initiatives, engaging with the local community and helping visitors to discover the local area and attractions</li> </ul>														
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If one is needed (e.g. bathroom bin), only replace when soiled or damaged</li> <li>Collect any recyclables from guest rooms (paper, cans, glass, plastic) separately to general waste</li> <li>Use refillable amenity dispensers</li> <li>If small disposable ones are currently in place, only replace partially used bottles on checkout; similarly, do not replace half used toilet rolls until checkout and then use these back of house</li> </ul>	<b>Chemicals</b>	<ul style="list-style-type: none"> <li>Use natural biodegradable cleaning products</li> </ul>
<b>Energy</b>	<ul style="list-style-type: none"> <li>Enable energy saving features on all computers and electronic equipment</li> <li>Turn off lights and fans when not in use and shut down computers, photocopiers, printers etc. overnight</li> <li>Use energy efficient lamps – CFLS and LEDs in place of tungsten bulbs</li> <li>Only turn on lights when natural light levels are insufficient</li> </ul>	<b>Water</b>	<ul style="list-style-type: none"> <li>Don't leave taps running excessively</li> <li>Report any malfunctioning toilets, excessive water flow, leaking plugs to maintenance immediately for prompt repairs</li> </ul>	<b>Waste</b>	<ul style="list-style-type: none"> <li>Only print what you need and if needed, double sided</li> <li>Use email rather than printed communications</li> <li>Reuse paper printed on one side for notes / informal printing</li> <li>Avoid using plastic liners in office bins</li> <li>Avoid purchasing single-use disposable items</li> <li>No envelopes for guest communications unless confidential</li> </ul>										
<b>Energy</b>	<ul style="list-style-type: none"> <li>Turn off unnecessary equipment in guest rooms i.e.                             <ul style="list-style-type: none"> <li>lights</li> <li>TVs (do not leave them on standby)</li> <li>air conditioning / heaters. If these must be left on then adjust to a suitable temperature: 26C when cooling, 18C when heating</li> </ul> </li> <li>Check for poorly fitting doors, windows, draughts etc. and report to maintenance</li> <li>Leave sheers fully closed and curtains 3/4 closed when you've finished servicing the room</li> </ul>	<b>Water</b>	<ul style="list-style-type: none"> <li>Don't leave taps running while cleaning and flush toilets only once or twice</li> <li>Check for malfunctioning toilets, excessive water flow, leaking plugs</li> <li>Report any issue to maintenance immediately for prompt repairs</li> <li>If there is a towel / linen reuse programme in place then ensure it is followed, and make sure guests signs about the policy are clearly displayed</li> <li>replace towels only if they are in the bath or on the floor</li> <li>change bed linen every 3 days or top to bottom change</li> </ul>	<b>Waste</b>	<ul style="list-style-type: none"> <li>Move towels and linen in cloth bags or baskets, not in plastic bags</li> <li>Don't deliver newspapers in plastic</li> <li>Don't wrap bathroom glasses in plastic</li> <li>Use bins that do not require a plastic bag liner. If one is needed (e.g. bathroom bin), only replace when soiled or damaged</li> <li>Collect any recyclables from guest rooms (paper, cans, glass, plastic) separately to general waste</li> <li>Use refillable amenity dispensers</li> <li>If small disposable ones are currently in place, only replace partially used bottles on checkout; similarly, do not replace half used toilet rolls until checkout and then use these back of house</li> </ul>	<b>Chemicals</b>	<ul style="list-style-type: none"> <li>Use natural biodegradable cleaning products</li> </ul>								
<b>HOUSEKEEPING</b>															

# APPENDICES AND TEMPLATES

<p><b>LAUNDRY</b></p>	<p><b>Energy (many of these actions also save water)</b></p> <ul style="list-style-type: none"> <li>Line dry towels and linen whenever possible</li> <li>Use full loads and low temperature settings</li> <li>Sort towels and linens into different loads as they require different wash types and drying times</li> <li>If dryers must be used, clean lint trap at least once a day</li> <li>Select drying time based on type of load</li> <li>Operate flat irons at full capacity and turn off when not in use</li> </ul>	<p><b>Water</b></p> <ul style="list-style-type: none"> <li>Separate and pre-treat soiled or stained items to reduce need for re-washing</li> </ul>	<p><b>Waste</b></p> <ul style="list-style-type: none"> <li>Return guest laundry in reusable cloth bags instead of plastic bags</li> <li>Bulk purchase detergents in concentrated form to be diluted on site</li> </ul>	<p><b>Chemicals</b></p> <ul style="list-style-type: none"> <li>Use natural biodegradable laundry products</li> </ul>
<p><b>MAINTENANCE AND SECURITY</b></p> <p><b>Overall:</b></p> <ul style="list-style-type: none"> <li>Respond quickly to issues flagged by other departments e.g. reports of broken/leaking fixtures</li> <li>Keep spare parts for equipment in stock so where possible items can be repaired rather than replaced</li> <li>Carry out preventative maintenance to increase life expectancy of equipment</li> </ul>	<p><b>Energy</b></p> <ul style="list-style-type: none"> <li>Install low energy light bulbs in all fittings</li> <li>Label control switches</li> <li>Provide instructions for use of air conditioner / heater</li> <li>Carry out frequent checks for faulty equipment, poorly fitting doors, windows, draughts etc</li> <li>Turn off whirlpools, jacuzzis, sauna heaters and swimming pool pumps when not in use and overnight</li> </ul>	<p><b>Water</b></p> <ul style="list-style-type: none"> <li>Check flow of guestroom taps and showerheads</li> <li>If flow is excessive, install low flow showerheads and tap aerators or flow restrictors</li> <li>Fit water displacement devices to toilets without dual flush</li> <li>Carry out regular inspections of toilet fixtures</li> <li>Backwash pool no more often than every 2-3 days</li> </ul>	<p><b>Waste</b></p> <ul style="list-style-type: none"> <li>Ensure bins are provided for different waste streams including clear labelling</li> </ul>	<p><b>Chemicals</b></p> <ul style="list-style-type: none"> <li>Use natural biodegradable cleaning and other products</li> </ul>
<p><b>GROUNDKEEPING</b></p>	<p><b>Energy</b></p> <ul style="list-style-type: none"> <li>External lighting to use energy efficient lamps</li> <li>Turn decorative lighting and fountain pumps off by 1am</li> </ul>	<p><b>Water</b></p> <ul style="list-style-type: none"> <li>Use indigenous plants appropriate for the local climate</li> <li>Water gardens at night or early morning to avoid evaporation</li> <li>Use a bucket and mop, not a hose, for cleaning vehicles and outside areas</li> </ul>	<p><b>Chemicals</b></p> <ul style="list-style-type: none"> <li>Avoid the use of pesticides wherever possible</li> <li>Oil from equipment to be collected by a specialist contractor</li> </ul>	

# APPENDICES AND TEMPLATES

<b>FOOD AND BEVERAGE</b>	<p><b>Energy</b></p> <ul style="list-style-type: none"> <li>Turn off lights in restaurant and adjust heating / cooling between meal services</li> <li>Turn off kitchen and restaurant equipment when not needed (fans, burners, ovens, fryers, plate warmers, coffee makers, toasters etc.)</li> <li>Use dishwashers for full loads only</li> <li>Keep condensing coils of refrigeration equipment clean</li> </ul>	<p><b>Water</b></p> <ul style="list-style-type: none"> <li>Don't let taps run unnecessarily</li> <li>Install aerators / flow restrictors on taps where high flow rate is not required</li> <li>Use a mop and bucket rather than a hose to clean floors</li> <li>Thaw frozen food in fridge (not under running water)</li> </ul>	<p><b>Waste</b></p> <ul style="list-style-type: none"> <li>Avoid disposable / single use items: plates, cups, cutlery, plastic straws, aprons, hats, heating fuel cartridges etc.</li> <li>Use reusable placemats, tray covers, coasters and linen napkins</li> <li>Only provide straws for children's drinks or if requested</li> <li>Avoid use of single serve items; provide bulk dispensers instead</li> <li>Use storage containers instead of plastic wrap, foil etc.</li> <li>Separate waste into reusable, returnable and recyclable items: cardboard, paper, plastic glass, metals, used cooking oil, fruit and vegetable waste</li> <li>Bulk purchase to reduce packaging and work with suppliers to reuse or return packaging</li> </ul>	<p><b>Chemicals</b></p> <ul style="list-style-type: none"> <li>Use natural biodegradable cleaning products</li> </ul>	
<b>PURCHASING</b>	<p><b>Energy</b></p> <ul style="list-style-type: none"> <li>Buy energy efficient lamps – CFLS and LEDs instead of tungsten bulbs</li> </ul>	<p><b>Water</b></p> <ul style="list-style-type: none"> <li>Buy low flow shower heads, tap aerators and flow restrictors to limit water use in guest rooms</li> </ul>	<p><b>Waste</b></p> <ul style="list-style-type: none"> <li>Buy reusable kitchenware, crockery and durable cups</li> <li>Bulk purchase to reduce packaging and work with suppliers to reuse or return packaging</li> <li>Buy cleaning solutions in concentrated form</li> <li>Avoid purchasing single-use disposable items</li> <li>Buy rechargeable batteries instead of disposable</li> <li>Where possible reduce the need for plastic bags e.g. purchase cloth bags for linen collection, bins that do not need plastic liners etc.</li> </ul>	<p><b>Chemicals</b></p> <ul style="list-style-type: none"> <li>Buy natural biodegradable cleaning, laundry, pool cleaning, maintenance and gardening substances.</li> <li>Buy natural biodegradable guest toiletries</li> </ul>	<p><b>Community</b></p> <ul style="list-style-type: none"> <li>Use the inventory provided and buy local goods first, then goods from elsewhere in Cyprus and imported goods only for items where cost or quality is a genuine barrier or they're unavailable in Cyprus.</li> <li>Use local furnishings, art and crafts</li> <li>Buy locally produced table linen, baskets, bed linen</li> <li>Donate serviceable items no longer needed to local charities</li> </ul>
<b>MANAGEMENT, SALES AND MARKETING</b>	<p>Understanding of how sustainability messages impact on customers</p> <p>Customer demand for sustainability – in particular authentic, local experiences</p> <p>Training in incorporating creative and interesting sustainability messages into customer communications and appropriate channels</p>				
<b>STEP SIX</b>	<p><b>Feedback sessions</b></p> <ul style="list-style-type: none"> <li>Invite, listen to and act on staff suggestions about how improvements could be made.</li> </ul>				
<b>STEP SEVEN</b>	<p><b>Refresher training:</b></p> <ul style="list-style-type: none"> <li>At least once every three months</li> <li>Check that procedures are being followed and if not, why not, so additional training can be provided</li> </ul>				
<b>STEP EIGHT</b>	<p><b>Share the benefits</b></p> <ul style="list-style-type: none"> <li>Incentives, competitions, charity or community fund donations, staff party</li> </ul>				

# APPENDICES AND TEMPLATES

## LOCAL PURCHASING INVENTORY

	Current sources	Possible local sources
Food products		
Meat		
Fish and seafood		
Vegetables		
Fruit and nuts		
Herbs and spices		
Olive oil		
Flour		
Dairy products: cheeses, butter, yoghurt		
Eggs		
Bread		
Fruit juices		
Honey		
Jam		
Wine		
Beer		
Other alcoholic drinks		
Soft drinks		
<b>Furnishings and interiors</b>		
Indoor furniture – beds, tables, chairs etc		
Outdoor furniture		
Garden ornaments and planters e.g. locally made terracotta pots		
Paintings by local artists		
Crafts		
Table mats		
Table linen		
Candles		
Cushion covers		
Carpets and rugs		
<b>Guest amenities</b>		
Recycled paper		
Locally made soap		
<b>Operational supplies</b>		
Staff uniforms		
Bed linen		
Towels		
<b>Services</b>		
Floristry		
Entertainment		



# APPENDICES AND TEMPLATES

## SAMPLE GREEK PHRASES FOR GUESTS

Good morning – ka-lee-**me**-ra / Καλημέρα

Good afternoon – ka-lee-**spe**-ra / Καλησπέρα

Good night – ka-lee-**neekh**-ta / Καληνύχτα

Goodbye – **khe**-re-te / Χαίρετε

Yes – ne / Ναι

No – **okh**-ee / Όχι

Please – pa-ra-ka-**lo** / Παρακαλώ

Yes please – ne pa-ra-ka-**lo** / Ναι παρακαλώ

Thank you – ef-kha-rees-**to** / ευχαριστώ

No thank you – **okh**-ee ef-kha-rees-**to** / όχι ευχαριστώ

Excuse me – me seen-kho-**ree**-te / με συγχωρείται

Sorry – lee-**pa**-me / Λυπάμαι

Where is ... - **που ee**-ne ... / που είναι

My name is ... - to o-no-ma mou ee-ne ... το όνομα μου είναι

What is your name? pos se lene ? / Πώς σε λένε

I am from ... - ee-me ap-o teen ... / είμαι από την...

I'd like ... - tha ee-the-la / θα ήθελα

How much is ....? – po-so stee-khee-ze / πόσο στοιχίζει

Please write down the price – se pa-ra-ka-lo gra-pse mou tin ti-mi / σε παρακαλώ γράψε μου την τιμή

Delicious! / no-sti-mo / Νόστιμο

# APPENDICES AND TEMPLATES

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## GUIDE TO ORGANISING A CYPRIOT FOOD AND/OR CULTURAL EVENT

A local food event can combine stalls for local growers and crafts people, local dishes on the menu, the use of locally sourced food, recipes provided to guests, and an opportunity to promote the Cyprus 'self-drive village routes'. Cypriot music and staff wearing national dress can also contribute to guests' enjoyment of the evening.

Below is a guide to the key steps you need to take in planning an event:

**Planning: Meet with your Tour Operator representative(s) and key staff members to discuss and decide on the following:**

- Which day and time is suitable for both hotel and tour company? For example, avoid a clash with a popular evening excursion.
- How often to hold the event: ideally, as part of hotel's fortnightly entertainment programme.
- Where is the event to be held? Buffet, main restaurant, a la carte restaurant, separate terrace?
- Where will the producers and crafts stalls be located? This should be in the most visible area as guests come to dinner.
- Who is responsible for what? Allocate responsibilities for example to guest relations, manager, food and beverage manager.

### Set tasks to allocate – a check list

- ✓ Advertising to guests and other printed material: welcome meetings, one-to-ones, letters, posters, tent cards.
- ✓ Menu: Cypriot food, using as much local produce as available. Copy recipe cards for certain dishes for customers to take away with them.
- ✓ Organising producers and crafts people: be sure to allow plenty of time. Make sure they arrive at least an hour early to set up.
- ✓ Entertainment: live Cypriot music or CD.
- ✓ Appropriate national dress for hotel staff (if possible).
- ✓ All hotel staff to be made aware of the initiative.
- ✓ Produce guest questionnaires: asking them to rate and comment on the evening.

# APPENDICES AND TEMPLATES

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## On the evening itself

- ✓ Staff member to meet craft producers / stallholders and show them where to set up their stalls.
- ✓ Ensure produce is labelled.
- ✓ Customer questionnaires to be placed on tables.
- ✓ Recipe cards displayed next to correct dishes and copies for customers to take away.
- ✓ Food labels to be clear on the buffet (where appropriate).
- ✓ As guests arrive for dinner they should be welcomed and shown the craft stalls by a Greek-speaking staff member or tour operator representative - remember stall holders may not speak good English.
- ✓ A drink and snack should be offered to the craftspeople during the evening as often they are waiting around for some time. Agree a time as to when the stalls can be packed up.
- ✓ As crafts people are packing up, write down a brief log of the evening takings, to see how effective the evening has been for them.
- ✓ Cyprus village routes booklets should be available.
- ✓ Collect completed customer questionnaires to see how successful the evening was and to make any changes for next time.





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