

# PICK THE LOW HANGING FRUIT: Improving the Sustainability of Small and Medium-Sized Hotels in Singapore



Prepared for:



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# Introduction

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Sustainability has become a major concern in the hotel industry in recent years and is an imperative that will be progressively driven by upcoming regulations. Importantly, it is also highly demanded by the market, with travelers increasingly expecting environmentally friendly practices from their accommodation providers. Raising the sustainability standards of hospitality businesses therefore results in better preparation for regulatory compliance, leading to certification, as well as an increased competitive advantage. In response to this, the large international hotel chains in Singapore have already implemented various sustainability measures, actively working towards lowering their environmental impacts. However, for small and medium-sized hotels, implementing such measures can be a challenge due to their limited resources and expertise.

Despite these challenges, it is crucial for the whole industry to become more sustainable, especially in Singapore, where the Singapore Tourism Board (STB) and The Singapore Hotel Association (SHA) have recently announced the *Hotel Sustainability Roadmap*; an initiative to drive sustainable practices and reducing the environmental impacts of hotels in Singapore. This white paper is focused on the importance of sustainability in small and medium-sized hotels in Singapore and offers practical solutions for making sustainability improvements, which are relatively easy and low in cost i.e., low hanging fruit.

## Sustainability in the Singaporean Hotel Industry

In line with the *Singapore Green Plan 2030*, the *Hotel Sustainability Roadmap* sets out clear targets for hotels to adopt in their sustainability journeys. This in turn will enable the industry to contribute to the *United Nations Sustainable Development Goals*, capture new opportunities presented by the “Green Economy”, strengthen enterprise resilience, and tap into new visitor segments.



### Purpose of the White Paper

The purpose of this white paper is to provide practical guidance for small and medium-sized hotels in Singapore to improve their sustainability practices, encouraging their owners and managers to lessen their environmental impacts and to make meaningful improvements, albeit with limited resources. By doing so, these hotels can contribute to a more sustainable future for the hotel industry in Singapore, conform to the requirements of the *Hotel Sustainability Roadmap* and to do so in a way that will reflect positively on their bottom line.

The *Hotel Sustainability Roadmap* has set out the following targets for the industry:

- 1 60% of hotel room stock in Singapore to attain internationally recognized hotel sustainability certification by 2025
- 2 For all hotels in Singapore to commence tracking of emissions by 2023 and to reduce emissions by 2030, with a goal of achieving net-zero emissions by 2050

# 01

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## Current State of Sustainability in Small and Medium-Sized Hotels in Singapore



*The good news is that not only big hotel chains adopt sustainable practices, but also smaller ones. Generally, in SMEs, energy demands are smaller per hotel unit due to their much smaller floor area and thus small-scale strategies can make a difference. – eHotelier*

### Sustainability in Small and Medium-Sized Hotels in Singapore

Small and medium-sized hotels play a significant role in the global economy and in Singapore specifically. According to the STB, as of 2019, 178 of the 264 gazetted hotels in Singapore i.e., two thirds, were small and medium-sized hotels. Despite their limited resources, as compared to the larger players, these smaller hotels have a responsibility to implement sustainability measures to reduce their environmental impact and to conform to the recent guidelines put forward by the STB and SHA.

### Challenges faced in Implementing Sustainability Measures Compared to Larger Hotel Chains

Small and medium-sized hotels face unique challenges when it comes to implementing sustainability measures. Unlike larger international hotel chains, they often have limited financial and human resources as well as a lack of sustainability expertise, making it difficult to achieve significant improvements.

Additionally, smaller hotels may have less bargaining power with suppliers, which can limit their ability to access eco-friendly products and services and their stakeholder are more likely to be resistant to change. Therefore, although there are many benefits to implementing sustainability measures in small and medium-sized hotels, they face the following challenges:

### ■ Limited resources

Small and medium-sized hotels often have limited resources, including staff, time, and financial resources, which can make it difficult to implement sustainability measures. For example, these hotels may not have the manpower to implement and maintain energy-efficient lighting and HVAC systems, or they may not have the budget to invest in water management systems or waste management systems.

### ■ Lack of knowledge

Small and medium-sized hotels may not have the expertise or knowledge required to implement and track sustainability initiatives, which can be a significant barrier to entry. For example, these hotels may not be aware of available funding opportunities, or they may not understand the technical aspects of energy-efficient lighting and HVAC systems as well as not being aware of software that could support them in their sustainability efforts.

“We are getting a lot of enquiries from people running [medium-sized] hotels saying: "I know I need to do something in sustainability, but I don't even know where to start"

– Paloma Zapata, Chief Executive at Sustainable Travel International



## Resistance from suppliers

Small and medium-sized hotels may face resistance from suppliers who are not committed to sustainability or who may not be able to provide eco-friendly products and services. For example, suppliers may be resistant to using sustainable packaging, or they may not be able to provide sustainable cleaning products at a competitive price.

## Resistance to change

Small and medium-sized hotels may also face resistance from employees, guests, or other stakeholders who may not be aware of the importance of sustainability or who may be opposed to change. For example, guests may be resistant to reuse towels and sheets, or employees may be resistant to using more sustainable cleaning products.

*Part of the greening process is financial. Smaller, independent hotels might not be able to afford the fees that come with applying for green certification. Even if they are certified, they may not be able or willing to spend money promoting that on their website or by hiring a publicist to get the word out.*

– Lilit Marcus, Travel Producer, CNN Digital Worldwide

# 02

## The Concept of Low Hanging Fruit



### Definition of Low Hanging Fruit

The term "low hanging fruit" refers to opportunities for improvement that are easily accessible and require minimal effort to achieve. In the context of sustainability in small and medium-sized hotels, low hanging fruit refer to simple and achievable sustainability measures that can be implemented quickly and with minimal resources.

These measures can have a significant impact on reducing the environmental footprint of these hotels and can serve as a starting point for further sustainability efforts in the long term.

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*Installing solar panels or HVAC systems might be costly. Smaller hotel enterprises may find this easier.*

– Shreya Ghodawat CEO, Sustainable Guides



03

## Examples of Low Hanging Fruit in the Hotel Industry

### Energy Efficiency Measures

Energy efficiency is a crucial aspect of sustainability in the hotel industry. Simple measures such as switching to energy-efficient lighting and reducing standby power usage can help to significantly reduce energy consumption. Specifically, small and medium-sized hotels can focus on the following energy efficiency measures to reduce their energy consumption and improve their sustainability efforts:

#### ■ HVAC

Regular maintenance of heating, ventilation, and air conditioning (HVAC) systems, and ensuring that they are properly insulated and sealed, can help to improve energy efficiency, and reduce energy consumption. A refurbishment of a hotel's HVAC system can reduce energy costs by up to 30% and has an approximate payback period of 4 years.

## Lighting

Switching to energy-efficient lighting, such as light emitting diode (LED) or compact fluorescent lamp (CFL) lights, as well as installing motion sensors and timers in areas that are not frequently used, can significantly reduce energy consumption, lowering energy costs by up to 50%, with a payback period of approximately 2 years.

## Appliances

Replacing old, inefficient appliances with Energy Star rated appliances, and ensuring that all appliances are turned off when not in use, can also help to reduce energy consumption.

## Window insulation

Installing double-paned windows, weather stripping, and window coverings can help to improve insulation, reducing energy consumption and lowering energy costs.

## Renewable energy

Implementing the use of renewable energy sources, such as solar panels, can help to reduce the reliance on non-renewable energy sources, increasing the hotel's resilience to energy price fluctuations and improving overall energy efficiency.





## Water Conservation Measures

Water conservation is an important aspect of sustainability in the hotel industry and importantly, has a very short payback period. Installing low-flow showerheads and toilets, capturing rainwater, and implementing drought-tolerant landscaping can help to conserve water. Specifically, small and medium-sized hotels can focus on the following water conservation measures to reduce their water usage and improve their sustainability efforts:

### ✓ **Low-flow showerheads and toilets**

Installing things like low-flow showerheads and toilets can help to significantly reduce water consumption. Such fixtures are relatively low cost and have a payback period of only a few weeks.

### ✓ **Rainwater harvesting**

Installing rainwater harvesting systems, such as rain barrels, can help to capture and store rainwater for use in irrigation and other non-potable applications, reducing the reliance on potable water and conserving water.

### ✓ **Drought-tolerant landscaping**

Implementing drought-tolerant landscaping, such as using native plants that require less water, can help to conserve water, and reduce water consumption.

### ✓ **Leak detection and repair**

Regularly monitoring for and repairing leaks can help in reducing water wastage, is very easily implemented and can significantly lower utility costs.





## Waste Reduction and Recycling

Waste reduction and recycling are important aspects of sustainability in the hotel industry, especially in Singapore. Specifically, small and medium-sized hotels can focus on the following waste reduction measures:

### Composting

Implementing a composting program can help to reduce the amount of organic waste generated and divert it from landfills.

### Food waste reduction

Implementing food waste reduction initiatives, such as portion control, menu engineering and food donation programs, can help to reduce the amount of food waste generated.

### Paperless initiatives

Implementing paperless initiatives, such as electronic billing and online check-in and check-out, can help to reduce the amount of paper waste generated as well as lowering other related operational costs.

### Reusable items

Encouraging the use of reusable items, such as water bottles and coffee cups, instead of disposable items, can help to reduce the amount of non-food waste generated.

### Recycling

Implementing a robust recycling program, offers significant benefits in waste reduction while fostering the responsible disposal and reuse of various materials such as paper, glass, plastic, and metal.

## Eco-Friendly Purchasing Practices

Eco-friendly purchasing practices are an important aspect of sustainability in the hotel industry. For example, using eco-friendly cleaning products, offering guests environmentally friendly amenities, and using biodegradable packaging can help to reduce environmental impacts. Specifically, small and medium-sized hotels can focus on the following eco-friendly purchasing practices to reduce their environmental impact and improve their sustainability efforts:

### ✓ Green products

Purchasing green products, such as energy-efficient appliances and cleaning products with eco-friendly ingredients, can help to reduce environmental impacts.

### ✓ Local and sustainable products

Purchasing local and sustainable products, such as locally sourced food and products made from sustainable materials, can help to reduce the carbon footprint and support the local community.

### ✓ Eco-friendly packaging

Using eco-friendly packaging, such as biodegradable and recyclable packaging materials, helps to reduce environmental impacts and lowers the amount of waste produced.

### ✓ Product lifecycle management

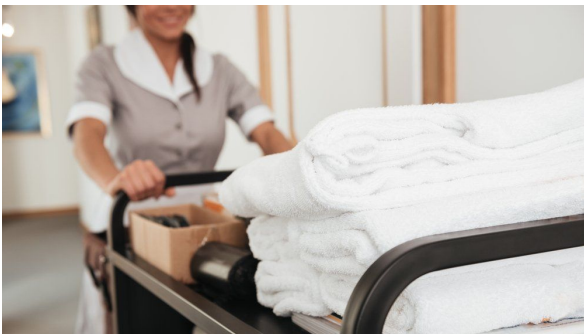
Implementing product lifecycle management, such as repair and maintenance programs, can help in extending the life of products, reducing environmental impacts and the need to invest in new replacements.





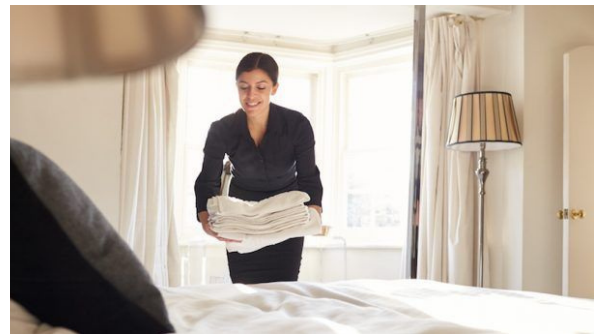
## Employee Encouragement

Encouraging employees to spearhead and implement sustainability initiatives, such as by training them, empowering them, and listening to their feedback, can help to increase employee engagement and support for sustainability initiatives. Specifically, this could include:



### Employee engagement

Ensuring that all departments, from housekeeping and the front desk to F&B and maintenance, are involved in the hotel's sustainability efforts and understand the role they play in achieving the hotel's sustainability goals will make the implementation of any sustainability initiatives more effective.



### Training/education

Providing employees with information about the importance of sustainability, the impact of their actions, and how they can contribute to the hotel's sustainability initiatives, will improve the efficacy and motivation of employees to take part in the hotel's sustainability efforts.



### Employee recognition

Recognizing and rewarding employees who make significant contributions to the hotel's sustainability efforts as well as incorporating sustainability goals into employee performance evaluations and bonus structures will drive employee willingness to support the hotels sustainability goals.

### Employee accountability

Forming teams of employees who are passionate about sustainability and giving them the resources and support they need to implement sustainable practices throughout the hotel as well as empowering them to make these decisions and holding them accountable will increase their commitment.



### Guest Encouragement

Encouraging guests to participate in sustainability efforts, such as by opting for towel reuse or turning off lights and electronics when not in use, as well as educating them and eliciting their feedback, can help to increase guest engagement and support for sustainability initiatives.

Guest encouragement specifically includes:

Energy programs

Informing guests about reducing the use of lighting and air conditioning when not in the room, can help to reduce energy consumption, lowering energy costs.

Water conservation

Providing guests with information on the water conservation efforts of the hotel, can encourage them to further conserve water and further lowering utility costs.

Guest education

Educating guests on the hotel's sustainability efforts will aid in highlighting that the hotel is truly committed to lessening its environmental impacts, as well as ensuring that the guests do not take a cynical view of the above-mentioned energy and water use restrictions.

Eliciting guest feedback

Encouraging two-way communication and eliciting guest feedback can help in building a better understanding of the hotel's environmental goals. Moreover, improving communication between guests and the hotel's staff could also help to build a stronger sense of shared values.

## 04

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### Benefits of Focusing on Low Hanging Fruit

Focusing on low hanging fruit to improve operational sustainability, offers several benefits for small and medium-sized hotels. These include:

A

#### **Minimal investment**

Implementing low hanging fruit sustainability measures typically requires minimal investment, making them more accessible for hotels with limited resources.

**B**

### Cost savings

Implementing such sustainability measures can also result in cost savings. For example, energy-efficient lighting and HVAC systems can reduce energy costs, and water management systems can reduce water costs. These savings could then be reinvested, to further enhance energy / water efficiency.

**C**

### Quick and tangible results

By focusing on low hanging fruit, the tangible results of the sustainability efforts will become immediately evident. This can help to build momentum and encourage further sustainability improvements.

**D**

### Increased competitiveness

Prioritizing sustainability will aid in increasing the hotel's competitive advantage, allowing for directly increasing its revenue. Specifically, the latest research clearly demonstrates that guests are less price sensitive and willing to pay a premium for sustainably run hotels, driving RevPAR and ADR. Importantly, it has also been shown in the research that first movers in a destination enjoy a greater increase in RevPAR and ADR than late movers (within their compset), highlighting the benefit of acting on this swiftly.

**“**

*Even small green changes can make a huge difference. In fact, it is much simpler for smaller hotels to become more sustainable than it is for huge chains. – eHotelier*

**E**

### Improved reputation

Prioritizing sustainability will result in improving the reputation of the hotel among customers and other stakeholders. For example, the latest research has shown that customers are more likely to choose a hotel that is committed to sustainability over a hotel that is not, indirectly driving revenue through an increased market share and a higher occupancy percentage.

**F**

### Compliance with regulations

All hotels in Singapore, including small and medium sized ones, will be subject to regulations and standards related to sustainability and failing to comply with these regulations could result in penalties and fines. Moreover, it would allow the managers of these hotels to implement their initiatives in a slow and incremental manner, rather than being rushed to do so.

**G**

### Path to long-term sustainability

Focusing on low hanging fruit in the short-term can lay the foundation for more comprehensive sustainability goals in the long-term. As mentioned above, it is a matter of time before regulations in Singapore will force hotels to adapt, and acting on this now may ease the transition for these hotels, while also driving the aforementioned direct and indirect financial benefits of doing so.





In summary, by prioritizing sustainability, small and medium-sized hotels in Singapore will experience immediate and measurable enhancements in their reputation, competitiveness, regulatory compliance, and financial performance. As such, it is important for this market segment to take action, and to do so sooner rather than later, to reap the most benefits.



# 05

## Case studies of Successful Sustainability Implementations in Small and Medium-Sized Hotels

*There's no doubt that current best practices are in small hotels. That's because boutique hotels are often operated by their owners and reflect their owners' personality.*

– Willy Legrand,  
Author of  
*Sustainability in the Hospitality Industry*

### Overview of the Case Studies

In this section, we present a series of Singaporean case studies to illustrate the impact of focusing on low hanging fruit sustainability measures in small and medium-sized hotels. The cases highlight the benefits of implementing various sustainability measures, including energy efficiency, water conservation, waste reduction, employee, and guest engagement, as well as eco-friendly purchasing practices. By showcasing real-world examples, this section provides valuable insights into the practical implementation of sustainability measures in the Singaporean hotel industry and the outcomes of doing so.

### Hotel 1929

A small 3-star boutique hotel located in Chinatown; Singapore, has implemented several measures to reduce its environmental impact. These include the use of energy-efficient lighting and appliances, water-saving fixtures, and the use of eco-friendly products. Although further details on their sustainability measures are not provided on their website or other booking platforms, it is encouraging to see the hotel taking steps towards more sustainable practices.



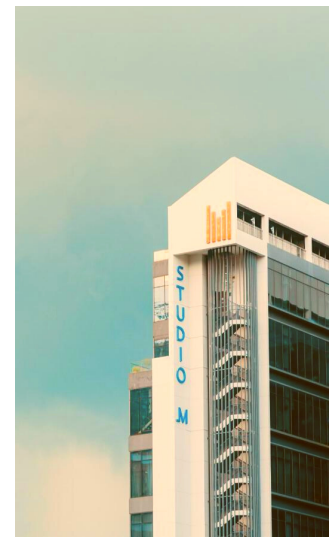
### The Pod Capsule Hotel

A small 2-star boutique hotel located in the CBD of Singapore, does not actively advertise its sustainability efforts. However, reviews on TripAdvisor mention that the hotel uses eco-friendly products and has implemented energy-efficient lighting and appliances, which former guests have appreciated. Additionally, the hotel's booking platform mentions that the capsules come with energy-saving LED lights and personal power sockets.



### Studio M Hotel

A medium-sized 4-star hotel located in Robertson Quay; Singapore, has implemented measures to reduce its environmental impact such as using eco-friendly products in its guest rooms. Additionally, several reviews on TripAdvisor have praised the hotel's sustainability efforts, including the use of energy-efficient lighting and appliances and water-saving fixtures.





### **The Quincy Hotel**

A medium-sized 4-star hotel located in the CBD of Singapore, has implemented several sustainability measures to reduce its environmental impact. The hotel has made efforts to reduce waste through recycling and the use of eco-friendly products. Additionally, the hotel uses energy-efficient lighting and appliances to conserve energy. Guests who have stayed at the hotel have also praised its efforts, according to reviews on TripAdvisor.



### **Lloyd's Inn**

A small 3-star hotel located near Orchard Road in Singapore, has been recognized as one of the best green hotels in Singapore, with an aesthetic design that incorporates a lot of greenery. The hotel has implemented several sustainability measures, such as the use of compostable products and the recycling of paper, glass, and plastic, to reduce its waste and environmental impact.



### **Siloso Beach Resort**

A medium sized 4-star eco-resort located on Sentosa Island, Singapore, is committed to environmental preservation, allowing guests to experience the tranquility of nature. Siloso Beach Resort has a “Sustainability Hub” where guests can learn about the resort's journey towards sustainability and it also publishes sustainability reports, which include their commitment to reducing their carbon footprint, conserving water, and promoting environmental awareness among staff and guests. Finally, a Green City Trips article also praises the resort for its commitment to sustainability and its various eco-friendly initiatives.

## Lessons Learned from these Case Studies

The lessons learned from these case studies can serve as a guide for other small and medium-sized hotels in Singapore looking to improve their sustainability. By starting small, engaging employees, collaborating with stakeholders, monitoring, and evaluating their efforts, and continuously improving, hotels can make a significant impact while on their sustainability journey. Specifically, this includes:



### ■ The Importance of Starting Small

The case studies demonstrate that even small changes can have a significant impact on a hotel's sustainability and how the hotel is perceived by its guests. By focusing on low hanging fruit, hotels can begin their sustainability journey with achievable and easily implementable measures, which they can then build on over time.

### ■ The Role of Employee and Guest Engagement

The case studies show that employee and guest engagement is key to the success of sustainability efforts. Encouraging and educating employees and guests on the importance of sustainability can help to create a culture of sustainability within the hotel. This is further highlighted by the positive reviews these hotels have gotten from their guests even when they do not actively advertise their sustainability efforts.



### ■ The Benefits of Collaboration

Collaborating with suppliers, guests, and other stakeholders can bring additional benefits and support for sustainability efforts. For example, working with suppliers to source environmentally friendly products can help reduce waste and lower the hotel's carbon footprint.

## The Importance of Monitoring and Evaluation

Regular monitoring and evaluation of sustainability efforts can help hotels to identify areas where they can improve, as well as to measure the impact of their efforts. This can also help to prioritize future sustainability initiatives.



## The Need for Continuous Improvement

Sustainability is an ongoing journey, and it is important for hotels to continuously evaluate and improve their efforts. The case studies highlight the importance of continuously looking for new and easily implementable ways to reduce the hotel's environmental impact.



*We believe that a single small business like ourselves can play a role by not just adopting such [sustainable] practices to our own business but ... to remain active in sharing these practices by outreaching to society and possibly inspiring many others to adopt a similar development path. – Kelvin Ng, Managing Director, Siloso Beach Resort*



# 06

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## Conclusion and Moving Forward

The sustainability of small and medium-sized hotels is vital to the health of our planet and the future of our communities, as well as the growth and prosperity of the industry. The present white paper has highlighted that the Singaporean hotel sector is generally moving towards being more sustainable. A trend that is being driven by both government regulations and customer demands. Although small and medium-sized hotels do not have the same resources as the larger chains, there are easily implementable sustainability initiatives that would result in swift and tangible results.



*Sustainability is non-negotiable but not every small hotel has access to the science on how to make a difference. – Julia Simpson, President & CEO, The World Travel & Tourism Council*

Implementing sustainability measures in small and medium-sized hotels can be a challenging task. However, despite these inherent challenges, the outcomes can significantly outweigh the effort and investment required. Becoming more sustainable can result in cost savings and aid in attracting environmentally conscious customers, leading to increased demand and higher occupancy rates.

Moreover, improving operational sustainability helps hotels to improve their reputation, strengthening their brand, and helping the hotel to stand out in a competitive market. By embracing sustainability, small and medium-sized hotels can therefore improve their overall profitability and secure their long-term success.

So, we call on you, owners, and managers of small and medium-sized hotels in Singapore, to take action today. Start small and begin your sustainability journey by focusing on the *low hanging fruit*.

## Two Phase Action Plan

The authors of the white paper suggest that the owners and managers of small and medium-sized hotels should begin their sustainability journey through a two phase action plan starting with setting a baseline and establishing easily achievable goals, followed by a phase of incremental improvement to reach those goals, a process that should then be continuously repeated.



### PHASE ONE

#### Set a Baseline and Develop a Custom Plan

Small and medium-sized hotels in Singapore should begin their sustainability journey by assessing their current sustainability practices and measuring their key impacts. It must be noted however, that measuring their sustainability performance is a complex and multi-faceted task that involves multiple aspects of a hotel's operations, such as energy and water usage, waste reduction, and eco-friendly purchasing practices.

Furthermore, it can be challenging to compare a hotel's sustainability performance relative to hotels of different sizes and types, as they may have different resources, capacities, and challenges.

Planning and setting goals can make objective measurement of sustainability efforts more manageable and provide valuable insights for continuous improvement. Specifically, hoteliers should take the following steps:

1

### **Measurement and benchmarking**

The use of technology such as GREEN BALANCE can help the owners and managers of small and medium-sized hotels in Singapore to assess their current sustainability through key sustainability performance metrics. GREEN BALANCE also allows managers to see how their hotel's sustainability performance measures up against their direct competition and against industry averages. See: <https://xterratech.com/>

2

### **Self-auditing**

Hoteliers can further assess the current sustainability practices of their hotel and identify areas for improvement through self-audits. For example, the Singapore Hotel Association provides a guide on how to conduct a sustainability audit, which can help managers assess their current practices and identify areas for improvement. See: <https://www.initial.com/sg/blog/sustainability/a-guide-for-singapore-hotel-sustainability-roadmap>

3

### **Setting goals**

Setting achievable sustainability goals and creating a plan that is tailored to the hotel's specific needs is the final step in this phase of the action plan. The National Environment Agency (NEA) can support this effort through the Sustainable Singapore Blueprint that can be used as a guide for setting sustainability goals and creating such a plan. See: <https://www.clc.gov.sg/docs/default-source/books/ssbcombined-cover-text.pdf>



## PHASE TWO

### Incremental Improvement

After having created a baseline, having set goals and a plan to achieve them, small and medium-sized hotels must begin a process of incremental improvement. The recommendations, along with support for doing so, are outlined below:



I

#### Implement energy efficiency measures

Improving energy efficiency will have significant impacts on the hotel's sustainability and will result in significant cost savings. The Building and Construction Authority has a Green Mark Scheme for Existing Buildings that provides guidelines and best practices for improving energy efficiency in existing buildings. See:

<https://www1.bca.gov.sg/buildsg/sustainability/green-mark-certification-scheme>

2

#### Implement water conservation measures

Water conservation is one of the most easily implemented sustainability measures and has a relatively short payback period. The Public Utilities Board has a Water Efficiency Manager program that provides training and tools for implementing water conservation measures. See: <https://www.pub.gov.sg/savewater/atwork/efficiencymanagercourse>

**3**

### **Reduce waste and increase recycling**

Waste is particularly relevant to Singaporean hotels which are lagging behind the hotels of other nations in their waste management. The Waste Minimization and Recycling Guide for Hotels developed by the NEA, provides tips and best practices for reducing waste and increasing recycling. See:

<https://www.nea.gov.sg/docs/default-source/default-document-library/3r-guidebook-for-hotels.pdf>

**4**

### **Engage employees in sustainability efforts**

Providing training and education for hotel employees on the importance of sustainability, as well as the specific actions that they can take to help the hotel in reaching its goals is vital. The Singapore Green Building Council offers the Green Mark Professional Accreditation program that provides training and education on sustainable practices for employees. See: <https://www.sgbc.sg/sgbc-certifications/green-mark-professionals>

**5**

### **Reporting**

It is important to begin the process of reporting the hotel's sustainability performance to ensure transparency, and support any green claims made by the hotel. The Global Reporting Initiative provides a framework for sustainability reporting that can help managers in this effort. See: <https://www.globalreporting.org/media/mlkjpn1i/gri-sasb-joint-publication-april-2021.pdf>

**6**

### **Implement eco-friendly purchasing practices**

Eco-friendly purchasing can be more difficult for smaller hotels than their larger counterparts. However, it is possible to source eco-friendly products at competitive prices. The Singapore Environment Council has a Green Label certification program that can help managers identify and choose eco-friendly products. See: <https://sgls.sec.org.sg/>

**7**

### **Continuously improve on the sustainability practices**

The process of becoming more sustainable is long and best done in an incremental manner. Moreover, due to the ever-evolving best practices, continuous education is key. The Singapore Sustainability Academy provides training and certification programs for sustainability professionals, which can help managers stay up to date on the latest best practices and opportunities for growth and improvement. See: <https://www.seas.org.sg/sustainable-academy>.

**8**

### **Monitor and evaluate sustainability efforts on a regular basis**

It is crucial to consistently monitor and then evaluate the sustainability performance of the hotel to ensure progress in the right direction. Additionally, as the hotel successfully accomplishes its initial goals, it should establish new objectives and initiate the process of improving anew. In essence, hotels should avoid complacency at this stage and begin the process again with PHASE ONE of this action plan.

