

Green Guest - an Educational Guide

INTRODUCTION

Green Guest is an Erasmus + project of the hospitality industry which strives to connect both the environmental and employment – training issues, including work-based learning, in a comprehensive approach.

It gathers together Vocational schools, a University, hospitality trade associations, adult training centres, a non-governmental organization and a digital marketing company from five European countries which namely are: Poland, Italy, Estonia, Hungary and France.

In all of our countries consumers are the driving force behind the trend of companies to develop environmental stewardships. The effect of “green thinking” is a strong incentive for professionals of the hospitality and tourism trade to respond to changed needs and wants. The hospitality sector has a significant impact on the environment through energy and water consumption, use of consumable products, and solid and hazardous waste generation. Adopting sustainable hospitality programs can provide a significant competitive advantage to businesses in the hospitality sector. Training and upskilling of today’s and future staff is also the best way to support enterprises in this time of change and sustainability can have a lever effect to inspire people into the trade. It is also important to analyse the ways VET addresses the issue in greening the curricula, syllabi or referential competencies frameworks and question the gaps which have to be filled in with EQAVET as a reference.

Green Guest’s ambition is therefore to act on the three aspects of sustainability in the hospitality trade: social, environmental and economical through the development of specific activities through Vocational Education and Training. Being more attractive for customers is also a good way to be more attractive to potential staff. Transnational work gathering various expertise from different parts of the EU offers great opportunity for the development of the project which could not be envisaged at neither of the national levels.

The two main goals of the project are to:

- Develop sustainability practices in the trade by training and upskilling current and future workforce fostering work-based learning.
- Promote jobs of the hospitality trade which suffer a poor image and inspire people into the trade (with sustainability as a facilitator and incentive to get into the trade).

TABLE DES MATIÈRES

Presentation of the educational guide.....	2
The challenges of the hospitality industry	5
Introduction to the three pillars.....	5
Skills and competences to develop related to sustainability in hospitality industry	6
GREEN GUEST learning pathway	18
animated sketch	18
Study cases	19
The serious game: GREEN QUEST	20
the Green Challenge	20
 APPENDICES	 22
Internship report form	24
Study visit Report Form	28
GREEN COOKING CHALLENGE - Contest guide for students, assessment criteria for the JURY.....	31

PRESENTATION OF THE EDUCATIONAL GUIDE

This educational guide, "Green Guest", is intended as a reference document offering a standard educational basis for themes to be dealt with and goals to reach as far as sustainable development is concerned within the hospitality industry.

The guide aims to accompany trainers and workplace tutors during apprenticeships and training programmes. It also intends to help trainees and other members of the learning personnel at levels 3 and 4 of the European Qualifications Framework, offering the possibility to introduce the aspects linked to sustainable development within their course as and when they are identified. The guide is in keeping with the EQF (European Qualifications Framework) putting the accent on knowledge, skills and competence.

The Green Guest training process relies on various learning methods including e-learning, work experience, and classroom study.

With this educational guide, Green Guest proposes the following training tools:

- An online "serious game": a trainee's quest as regard sustainable development in an ideal establishment - "GREEN HOTEL" ;
- Eight case studies (pdf format) suggesting training activities, based on eight European establishments in Estonia, France, Hungary, and Italy; all actively pursuing sustainable development ;
- An animated sketch ;
- Templates for internships and study visits related to sustainability ;
- Guidelines for the implementation of a "Green challenge"

THE PROFESSIONAL CONTEXT

The professional context in which the learner using Green Guest tools typically demonstrates:

- An important evolution of economic, technological, scientific, and environmental conditions;
- Knowledge of techniques, products, and preparations demanding technological observation of professional knowhow which preserves world resources and protects the well-being of future generations;
- An ever increasing demand from clients with regard to sustainability;
- Knowledge of the industry's wish to show attachment to "Corporate social responsibility".

MAIN AIMS

Learners using Green Guest are employees or future employees in one or other of the hospitality industry's branches. Through his or her methods and examples, she or he aims to:

- contribute to the well-being and the protection of clients' health,
- provide products and services which respect the environment,
- preserve and respect the earth's resources.

EMPLOYMENT CONCERNED

Learners using Green Guest are employees or future employees in any of the hospitality industry's traditional jobs.

These jobs include work:

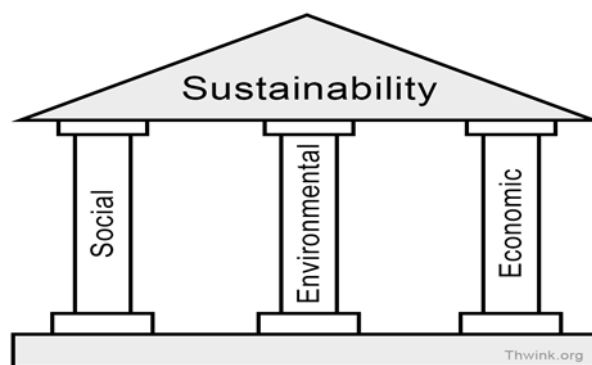
- in the restaurant kitchens,
- in the restaurant dining rooms,
- in the breakfast room,
- in the bar,
- at the concierge's desk,
- in event planning,
- at reception,
- in bedrooms and housekeeping,
- in cleaning and maintenance,

THE CHALLENGES OF THE HOSPITALITY INDUSTRY

Here are below the 10 challenges, related to the inclusion of sustainability in the hospitality industry, summarized by Julien Rivals, RSO consultant:

- 1- Optimize energy consumption and foster renewable energies.
- 2- Have a rational use of water.
- 3- Fight food waste and value food waste.
- 4- Adopt a “circular economy” approach.
- 5- Ensure a healthy indoor air.
- 6- Offer sustainable food.
- 7- Control impacts on biodiversity and value natural heritage.
- 8- Reinforce social responsibility and Human Resources performance
- 9- Choose a relevant and well-known eco-label.
- 10- Pilot one’s social and environmental performance.

INTRODUCTION TO THE THREE PILLARS



The three pillars of sustainability are a powerful tool for defining the *complete* sustainability notion. This consists of at least the economic, social, and environmental pillars. If any one pillar is weak then the system as a whole is unsustainable.

1. **Economic**

The people in the western world are heavy consumers. In fact, we consume far more than our *fair share*. Meanwhile, the people in developing countries are exploding in population and some are aspiring to have high-consumption lifestyles too. We need a sustainable economic model that ensures fair distribution and efficient allocation of our resources. This pillar ensures that our economic growth maintains a healthy balance with our ecosystem.

For businesses, it means that a business must be profitable but not at any price and therefore should respect the environment and contributes to preserving our planet by taking actions. These environmental actions have a positive financial impact.

2. Environmental

We take our natural resources for granted and sometimes we forget that those resources are *not unlimited*. More importantly, our planet must be protected from corporate exploitation and neglect. This pillar supports initiatives like : renewable energy, reducing fossil fuel consumption and emissions, sustainable agriculture and fishing, organic farming, tree planting and reducing deforestation, recycling, and better waste management.

For businesses, it means that a business takes actions in favour of the environment to reduce the environmental footprint of the company and preserve the resources for the benefit of future generations. It contributes to planet's preservation.

3. Social

A business is a *global citizen*. As a global citizen, we must never turn a blind eye to social disruptions that threaten the well-being of people and our environment. We have an ethical responsibility to do something about human inequality, social injustice, and poverty. This pillar supports initiatives like peace, social justice, reducing poverty, and other grassroots movements that promote social equity.

For businesses, it means that a sustainable business should have the support and approval of its employees, customers and it has an interest in the community it operates in. The company treats its employees fairly and is a good community member, both locally and globally.

SKILLS AND COMPETENCES TO DEVELOP RELATED TO SUSTAINABILITY IN HOSPITALITY INDUSTRY

DOMAINS AND THEMES

Whatever the size or type of establishment, the learning processes linked with sustainable development belong the following themes:

- Domain 1: overall command of concepts and issues linked to sustainable development in the hospitality industry,
- Domain 2: command of the principles of water saving,
- Domain 3: command of the principles of energy saving,
- Domain 4: command of the principles of food waste limitation
- Domain 5: command of the principles of correct waste disposal and recycling,
- Domain 6: command of the principles of correct purchasing,
- Domain 7: command of the principles of responsible communication,
- Domain 8: command of the principles of corporate social responsibility.

The following chart is to define **learning outcomes** in relation with EQF. A learning outcome is defined as a statement of what a learner knows, understands and is able to do on completion of a learning process.

THE LEARNING ACHIEVEMENTS ARE SPECIFIED IN THE SHAPE OF:

Associated knowledge: In the context of EQF, knowledge is described as theoretical and/or factual.

Level 4; Factual and theoretical knowledge in crosscutting contexts within a range of tasks undertaken in the hospitality trade

Skills In the context of EQF, skills are described as cognitive (involving the use of logical, intuitive and creative thinking) and practical (involving manual dexterity and the use of methods, materials, tools and instruments). Level 4 A range of cognitive and practical skills required to generate solutions to specific problems a range of tasks undertaken in the hospitality trade

Competence In the context of the EQF responsibility and autonomy is described as the ability of the learner to apply knowledge and skills autonomously and with responsibility level 4 Exercise self-management within the guidelines of work or study contexts

that are usually predictable, but are subject to change; supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities

Assessment criteria

The quality and precision of learning outcomes descriptions is an important basis for assessment. It is up to each VET institution to develop its own method of assessment according to the training pathways and overall curriculum they undertake. This guidebook and toolkit provide the necessary learning material including the description of learning outcomes and a wide range of exercise sets provided by study cases and the serious game. It is highly advisable to undertake assessment as an outcome of learning processes gained through training in the VET centre and through work-based learning during work-experience.

Domain 1: : overall command of concepts and issues linked to sustainable development in the hospitality industry,			
Learning outcome:			
Knowledge Learners know and understand:	Skills Learners are able to:	Competences Learners are able to:	Some advice for consolidation learning
<p>Some key figures concerning the sector</p> <ul style="list-style-type: none"> • The correct handling of biodegradable waste • Annual turnover • Proportion of gross domestic product • Position concerning the creation of jobs • The number of persons employed • The possible impact on the sector through commitment to sustainable development <p>The relationship between the three pillars of sustainability (environmental, social, and economic). Corporate social responsibility: a business respecting the environment and the future of the planet, adhering to local development, having a virtuous policy with regard to human resources, and setting up actions which are coherent with financial equilibrium while taking into consideration the needs of the clientele. (The 3Ps bottomlines) The main issues raised by the company ecolabel and its implementation The importance of the correct use of sources of energy on a global scale.</p> <p>The impact of human activity on the planet. The notion of the ecological footprint left by human activity. The effect of industrial activity, transport, the “greenhouse effect”, global warming, biodiversity, the Kyoto Protocol...</p>	<p>Gather information about sustainable development and the eco label of the company if relevant.</p> <p>Talk coherently about the importance of sustainable development.</p> <p>Connect activities of the business to the 3 pillars</p>	<p>Put forward the case for the furthering of sustainable development. Implement activities in congruence with the company eco label and its audits</p>	<p>Learning through the use of the educational tool: Green Guest.</p> <p>Personal research on the Internet and syntheses.</p> <p>Reporting on a visit to a sewage farm / water treatment station, etc.</p> <p>Reporting on visits to “green” hospitality establishments.</p> <p>Appraisal of meetings with environmental professionals, local producers, and local experts involved in sustainable projects.</p> <p>Checking via multiple choice questions / answers</p> <p>Preparation of appraisal and evaluation of work placement training periods / apprenticeships.</p>



Methods of certification and quality guarantees: legal requirements, the ISO14001 standard, quality labels and standards, restaurant waste management...
The United Nations Environment Programme, (UNEP)

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Learning outcome:			
Knowledge Learners know and understand:	Skills Learners are able to:	Competences Learners are able to:	Some advice for consolidation learning
<p>The figures concerning the volume of water used per day / per person.</p> <p>The ratio “water volume / client” of the establishment.</p> <p>Attitudes and methods which can reduce water consumption:</p> <ul style="list-style-type: none"> • The correct choice of materials and surfaces • The correct laundry procedures within the establishment (frequency of washing...) • Eco responsible procedures in the hospitality industry • Use of rainwater • The choice of organic raw materials • The offer of alternatives to meat eating and use of animal-based produce • Reduction of food wastage <p>http://www.worldwatch.org/peak-meat-production-strains-land-and-water-resources-1 http://waterfootprint.org/en/water-footprint/product-water-footprint/water-footprint-crop-and-animal-products/ https://ec.europa.eu/food/safety/food_waste_en</p>	<p>Offer solutions aiming to reduce consumption</p> <p>Produce or suggest dishes which help reduce kitchen wastage - taking into consideration hygiene regulations.</p> <p>Check possible water leakage and report immediately for quick fixing up</p>	<p>Apply useful measures reducing the consumption of water.</p>	<p>Learning through the use of the educational tool: Green Guest.</p> <p>Personal research on the Internet and syntheses.</p> <p>Reporting on visits to establishments seriously involved in water saving.</p> <p>Reporting on visits to organic producers.</p> <p>Developing projects concerned in reducing food wastage (creating and testing on colleagues and clients dishes which reduce kitchen wastage).</p> <p>Developing menu projects concerned in reducing meat quantities (creating dishes and explaining their value to colleagues and clients – offer tasting sessions).</p> <p>Checking the success (or not) of the projects and dishes.</p>

Domain 3: command of the principles of energy saving,			
Learning outcome:			
Knowledge Learners know and understand:	Skills Learners are able to:	Competences Learners are able to:	Some advice for consolidation learning
<p>The various sources of energy of the establishment: gas, electricity, other.</p> <p>The areas where large quantities of energy can be saved: kitchen, dining room, bedrooms, spa and sports rooms, other.</p> <p>The attitudes and methods which should enable the reduction of energy consumption:</p> <ul style="list-style-type: none"> • The correct choice of materials: low consumption lighting, light sensors / timers... • Solar panel back-up systems, solar water heating... • Automatic ventilation and heating systems • Regular care of refrigerators and extractors (filters) • Full extinction of material rather than use of stand-by • Choice of the right energy supplier • Promotion of reasonable use of energy (eco responsible behaviour) 	<p>Take the appropriate measures to save energy.</p> <p>Monitor and analyse energy consumption within the establishment.</p> <p>Suggest appropriate improvements.</p> <p>Check that heating appliances are turned off when windows are open.</p> <p>Check that air conditioning is used appropriately and report if not.</p> <p>Check that lighting system is turned off when no artificial lighting is required.</p>	<p>Take responsible courses of action in order to reduce energy consumption in the workplace in congruence with business policy.</p>	<p>Learning through the use of the educational tool: Green Guest.</p> <p>Personal research on the Internet and syntheses.</p> <p>Reporting on visits to establishments using renewable energy sources.</p> <p>Developing projects concerning eco responsible measures.</p> <p>Checking the success of projects and actions.</p> <p>Checking via multiple choice questions / answers.</p> <p>Preparation of appraisal and evaluation of work placement training periods / apprenticeships.</p>



<ul style="list-style-type: none">• Eco responsible practice in the kitchen (pre-heating of ovens and warming equipment when necessary)• Eco responsible attitudes also often meaning the reduction of financial costs.			
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Domain 4: command of the principles of food waste limitation			
Learning outcome:			
Learning outcome			
Knowledge Learners know and understand:	Skills Learners are able to:	Competences Learners are able to:	Some advice for consolidation learning
<p>Figures related to food waste</p> <p>At world scale</p> <ul style="list-style-type: none"> • At national scale • Per year, per inhabitant <p>The causes of food waste</p> <ul style="list-style-type: none"> • Related to production • Related to marketing (advertising, supermarkets...) • Related to consumers' behaviour <p>The impact of food waste on the 3 pillars: people, profit, planet</p> <p>The attitudes and the methods in order to reduce food waste</p> <ul style="list-style-type: none"> • Buy the appropriate quantities • Consume differently • Manage the stocks • Use leftovers • Consume flawed fruits or vegetables 	<p>Take the appropriate measures so as to avoid food waste:</p> <ul style="list-style-type: none"> • Evaluate the needs in order to buy the right quantities • Manage food stocks • Suggest dishes to use leftovers and make the most of food. <p>Produce or suggest balanced vegetarian options and reduce the meat offer</p>	<p>Take measures in order to reduce food waste according to the business policy.</p>	<p>Learning through the use of the educational tool: Green Guest.</p> <p>Personal research on the Internet to get a general overview about food waste and its impact.</p> <p>Organise weighs of food wasted in school cafeterias to be aware of what it represents.</p> <p>Calculate the cost represented by food wasted on a certain period and determine what could be bought with this money.</p> <p>Create posters for an awareness campaign.</p> <p>Create slideshows to rise awareness about this topic and present them to other classes and even adults at school.</p> <p>Organise cooking workshops to learn how to prepare leftovers and flawed fruit and vegetables.</p> <p>Make cocktails with leftovers and invite learners to taste them.</p> <p>Suggest a menu made from leftovers at the end of the week to avoid food waste.</p>

Domain 5: command of the principles of correct purchasing,		Purchasing policy		
Learning outcome:		Apply responsible purchasing procedures within the circular economy scope		
Knowledge Learners know and understand:	Skills Learners are able to:	Competences Learners are able to:	Assessment criteria	Some advice for consolidation learning
<p>The purchasing procedures in the hospitality industry:</p> <ul style="list-style-type: none"> • Communication with suppliers • Management of stock <p>The quality criteria of products:</p> <ul style="list-style-type: none"> • The regional quality labels • Traceability, norms and standards • Organic certification • Seasonal preference • Fair trade • Local food networks <p>Green purchasing:</p> <ul style="list-style-type: none"> • Recycled paper • Non-aggressive cleaning products • Priority to organic products <p>Participate in creating purchase specification criteria.</p>	<p>Respect buying-in procedures as established through observation of environmental considerations.</p> <p>Apply eco responsible purchasing method as required by the company.</p>	<p>Apply careful planning and food management procedures to avoid over-purchasing leading to surplus stock and avoidable waste.</p>	<p>Show coherence between theory and practice with regards to sustainability.</p>	<p>Learning through the use of the educational tool: Green Guest. Personal research on the Internet and syntheses.</p> <p>Reporting on visits to organic producers.</p> <p>Reporting on visits to local producers.</p> <p>Developing projects through buying-in local, organic, and seasonal produce, and promoting them with colleagues and clients in tasting events.</p> <p>Checking the success of projects and actions.</p> <p>Preparation of appraisal and evaluation of work placement training periods</p>

Domain 6: command of the principles of corporate social responsibility.

Learning outcome			
Knowledge Learners know and understand:	Skills Learners are able to:	Competences Learners are able to:	Some advice for consolidation learning
<p>That environmental and sustainability issues are part of internal and external communications.</p> <p>The importance of achieving sustainability - without being aggressive or irritating on the subject.</p>	<p>Explain the way the virtuous circle works with sustainable development.</p> <p>Communicate with the client on eco responsible principles, while maintaining a respectful approach.</p> <p>Inform the client about the establishment's attachment to eco responsible values via recognised ecolabels and awards.</p> <p>Increase awareness among colleagues.</p> <p>Increase awareness among suppliers.</p>	<p>Put forward a coherent and substantiated point of view on the necessity for sustainability in the hospitality industry.</p> <p>Develop a concept of eco responsible marketing practice.</p>	<p>Learning through the use of the educational tool: Green Guest.</p> <p>Personal research on the Internet and syntheses.</p> <p>Attending communication and influencing skills training workshops.</p> <p>Raising awareness with contacts inside and outside the establishment.</p> <p>Creating explanatory leaflets.</p> <p>Creating an offer of culinary workshops.</p>

			<p>Checking the success of projects and actions.</p> <p>Preparation of appraisal and evaluation of work placement training periods / apprenticeships.</p>
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Domain 7:			
Learning outcome:			
Learning outcome			
Knowledge Learners know and understand:	Skills Learners are able to:	Competences Learners are able to:	Some advice for consolidation learning
<p>The importance of the way in which the establishment is integrated in local development through respect of the three pillars of sustainable development or the 3Ps bottom lines (planet, people, profit):</p> <ul style="list-style-type: none"> • That the establishment is an actor and a beneficiary of local development with regard to tourism, culture and heritage. • That the establishment is profitable – respecting the environment and the future of the earth. • That the establishment’s human resources policy is in favour of diversity; is attentive towards the disabled and those suffering from poverty, and shows no sexual discrimination. • That the establishment is engaged in training students and apprentices. • That the establishment is engaged in training and raising awareness of permanent staff as regard the importance of sustainability. 	<p>Contribute to a good working atmosphere and cooperative team work within the establishment.</p> <p>Respect all differences between members of staff.</p> <p>Play a supportive role towards trainees and apprentices.</p> <p>Expose the cultural and tourist strong points of the area, and promote events and heritage attractions.</p>	<p>Behave as a legitimate and dynamic actor in the eyes of colleagues, clients and other professional contacts. Cooperate in a team work approach Network inside and outside the business in coherence with the management . Involve the customers, to adopt relevant sustainable behaviour in daily professional life.</p> <p>Adapt one’s behaviour in order to address local issues</p>	<p>Learning through the use of the educational tool: Green Guest.</p> <p>Personal research on the Internet and syntheses.</p> <p>Reporting on interviews and meetings with experts and policy makers as regard the local cultural and tourist offer. Working with teams (particularly during periods of work placements in the establishment) involved with cultural and heritage events. Monitoring and analysing good practice in local development as regard sustainable tourism and the hospitality industry. Checking the success of projects and actions.</p> <p>Preparation of appraisal and evaluation of work placement training periods / apprenticeships.</p>

GREEN GUEST LEARNING PATHWAY

The main goal is to train hospitality professionals so that they are able to carry out sustainable practices and have a good knowledge of issues at stake related to sustainability in its three aspects namely environmental, social and economic.

Each pedagogical team will decide which moment is the most suitable during the learning pathway to introduce the topic of sustainability. Here is a proposal of a lesson plan.

- 1- Introduce the topic of sustainability and its challenges with an animated sketch specifically focused on the action of the catering industry regarding the interest of a green approach.
- 2- Introduce **the serious game** and the way it works and then let the learners act and play autonomously in **GREEN HOTEL**: they are Marco Green Hope, and they apply for a work placement. They carry on playing up to the obtention of a certificate issued by the game.
 - a. Organise a class activity in order to get a group feedback. It will be the opportunity to talk about this experience, the game itself and have a brief idea of what they have understood and learnt.
- 3- Organise a work session using the **study cases** (2 or 3 study cases can be studied to deal with different topics). Individual work or pair work.
- 4- A study case can be used as a test to assess their knowledge (formative assessment).
- 5- Prepare and then assess the internship of the students.
 - a) Inform the tutors about the project and introduce the document students will have to complete during their period in the business.
 - b) Inform the students and motivate them regarding the issue at stake. Introduce the survey to the students and explain them that there is not any business which is perfect regarding sustainability and more precisely the 3Ps bottom lines (people, planet, profit) but highlight the fact that the trend consists in having more and more sustainable practices and that hospitality businesses tend to develop them.
 - c) During the visits of the trainer in the company, check that the topic of sustainability is part of the practical training . Be careful and be diplomatic not to cause a tricky situation , the trainee would have to deal with during this training period as he could appear as someone giving lessons which might not be appreciated by his/her colleagues and tutor.
 - d) Plan a work session with the group back at school and work from what they have learnt during this time in businesses.
- 6- Assessment according to the competences framework, part of the educational guide.

ANIMATED SKETCH

This animated sketch goal is to promote the commitment of hospitality industry towards sustainability showing that more and more actors of the sector are getting involved in a green approach considering the emergency of climate issues. It explains the reasons for such an approach, the next steps to be undertaken to go further and the benefits for businesses and their customers.

It can also be seen as a tool to raise awareness about the weight of hospitality industry in the consumption of the different resources such as water, energy, food ... and the role of each restaurant owner and/or hotel owner in this sustainable approach : the sum of individual actions can have a very important impact if we consider it on

a global scale. It can be used as an introduction to the pathways with learners or a conclusion opening discussions with them.

Different fields of intervention are identified and suggested such as the reduction of food waste, the reduction of water consumption, the sorting out of waste, the use of eco cleaning products, local purchasing policies ... in order to implement greener practices.

A focus is made on the new customers' expectations : they are every day more sensitive to the environmental impact and having a green approach for one's business is a way, not only to have an eco-responsible behaviour, but also to meet a new market.

STUDY CASES

At the beginning of the project, partners have undertaken a survey which goal was to explore the good practices in the hospitality industry. As a result, 25 respondents from 5 countries provided data that was primarily analysed qualitatively.

Among these 25 businesses, partners have chosen 8 which are open to environmentally friendly solutions and have implemented them in different fields, at different levels. It is important to notice that businesses which are fully sustainable are quite scarce. Yet a lot of hospitality businesses strive to move towards this ideal. Our goal is to help students spot what is part of this ideal in the case studies we provide.

- Loona Manor (Estonia),
- Olde Hansa restaurant (Estonia),
- L'Auberge Paysanne (France),
- Le Pommier restaurant (France),
- Corinthia hotels (Hungary)
- NH Hotel Group (Hungary)
- Imperia Hotel (Italy)
- Caresa , agro-tourism (Italy)

The study cases are all built according to the same template and as follows:

- Introduction: multiple-choice questions fostering important topics of sustainability dealt with in the description of the business. This will introduce the main topics you want the learners to gain knowledge about.
- The description of the business: the text is the raw material which supports the learning process. The exercise sets should enable the learner to explore and investigate whatever is sustainable in the business.
- The 3 pillars: Learners are asked to spot the information which regards each pillar and drop it in 3 adequate boxes.
- Customers' reviews inspired or completely fictitious comments from real clients. This enables the learner to view the service offered by the business from another angle and contributes to develop an awareness of a customer wise approach. After reading the reviews, learners are asked to answer multiple-choice questions regarding the assessment, critics or congratulations, by the guests, targeting sustainable issues. This should enable the learner to transfer and activate the knowledge he gained from the previous parts.
- Reply to guests' reviews. As a conclusion of the learning process, let the learner imagine answers to the customer-s, typical of user-generated process of *Trip Advisor*. It places the learner in a genuine professional situation and contributes to assessing the learning process.

THE SERIOUS GAME: GREEN QUEST

The game has been developed in order to provide innovativeness and diversity in learning procedures. Learning materials become less tiring and more entertaining to learners. All in all, game-based learning can be more efficient compared to other 'more traditional' learning environments, because it is not packed with an immense amount of content which often proves to be unappealing and inapproachable to students.

As all serious games, GREEN QUEST game has been built to include all the necessary components of successful games (Juul, 2003). In particular, it addresses the following six definitive characteristics of the content of successful games:

1. **Rules** – a game's fantasy world is constituted by sets of rules.
2. **Variable and quantifiable outcome** – distinct, identifiable and measurable outcomes should be realizable.
3. **Different values assigned to possible outcomes** – positive or negative values should be assigned to all distinct outcomes.
4. **Player effort** – positive outcomes should be realizable only after players exert effort.
5. **Player attachment to outcome** – positive outcomes should be followed by a psychological reward for the player, and vice versa.

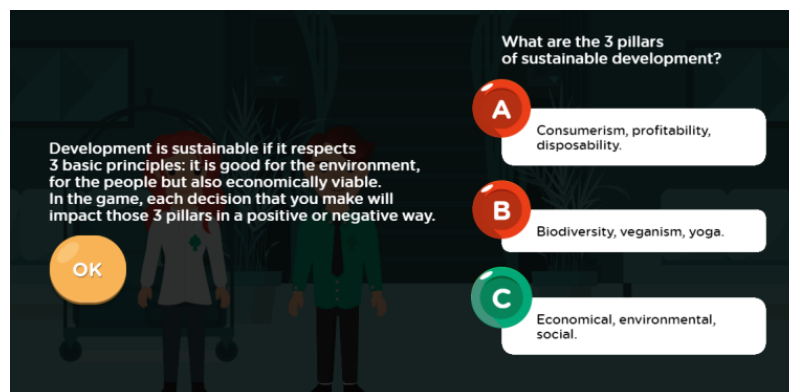
MAIN STORYLINE OF THE GAME

Marco Greenhope is a student attending a training to work in hospitality sector. In the future, he wishes to work in a truly green business. This is the reason why he has applied to do an internship in Clara Evergreen Hotel.

Today is a big day for Marco as he is going to meet Clara Evergreen who is the owner of the greenest hotel in town. If everything goes well, he will be allowed to do his internship in this company.

Clara is going to check if Marco is as interested and enthusiastic about sustainability as he pretends to be. At the beginning of the visit, she will ask him a few questions about general principles of sustainability. Afterwards, he will be allowed to visit the different departments of the hotel: the kitchen, the bedrooms, the garden, the spa, the lobby ...

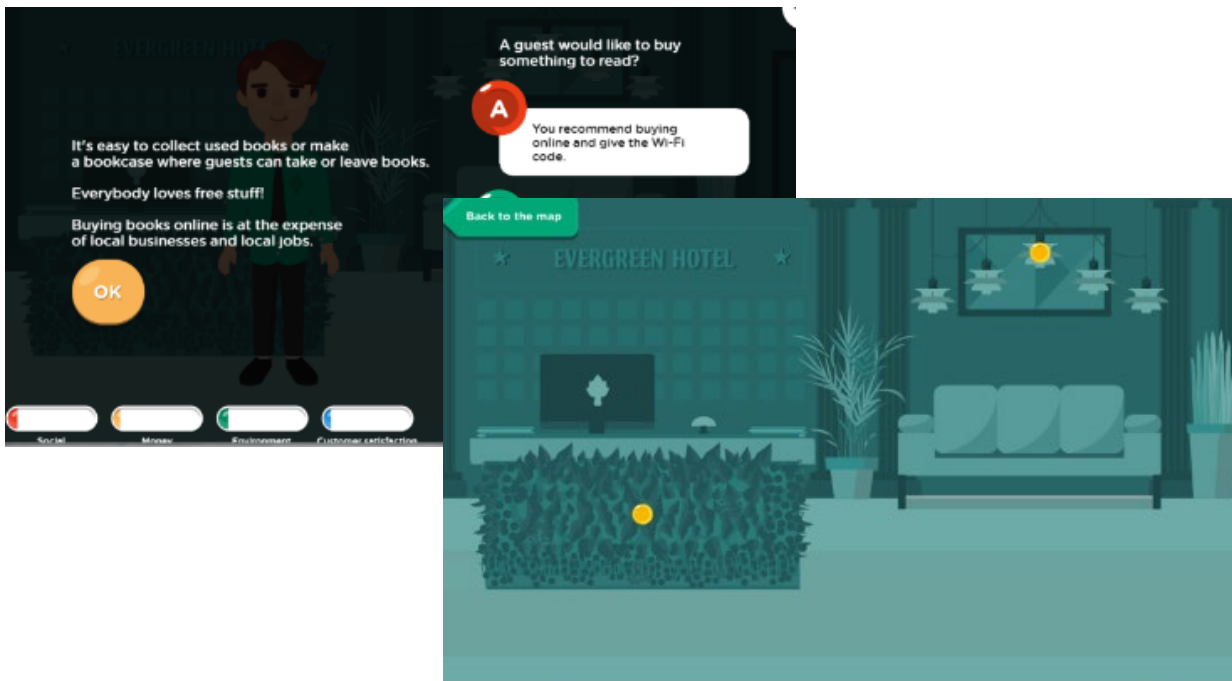
Everywhere he goes, Marco will collect tips in order to be entitled to answer multiple choice questions. According to his answers, he will collect or lose points and according to the results of his quest, we will know how much he has learnt about sustainability during his internship in the hotel.



PRINCIPLES OF THE GAME

The game starts with a series of questions about the general principles of sustainability.

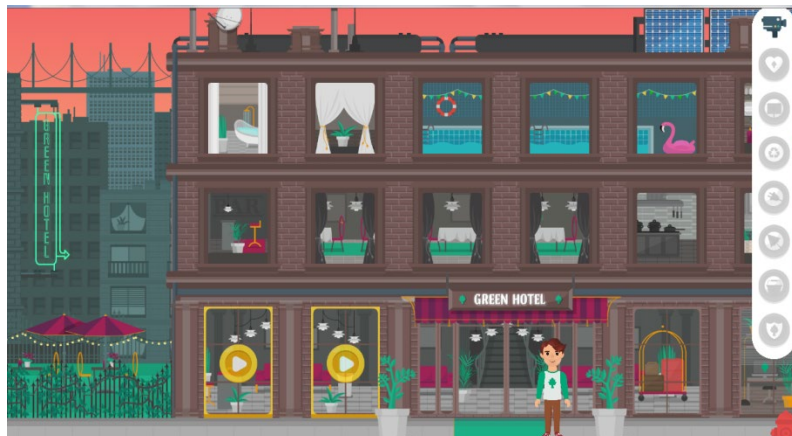
Every time the learner answers a question, a feedback is given. The right answers appear in green and the wrong ones in red. The player can only choose one answer per question.



When Clara Evergreen agrees, the player will spend his/her first day in the hotel, exploring the different departments. She/He will be given a camera in order to collect evidence of his learnings. According to the number of correct answers provided, she/he can collect and be awarded badges.

Caretaker	For those who take care of others : employees, customers, people with disabilities, etc.
Word spreader	For those who manage to inform on sustainable development issues.
Mr Zero Waste	For those who find solutions to limit waste by recycling or reusing.
Mr Unplugged	For those who find clever ways to reduce energy consumption
Mr Waterproof	For those who find clever ways to reduce water consumption
Green buyer	For those who reduce strive to maintain low carbon footprint when picking products and suppliers.
Local hero	For those who think locally and contribute to local economy or cultural life.

The player can go from one part of the hotel to the other by clicking on the available arrows.



The first step while in a location (lobby, bedroom, office ...) consists in collecting tips. Once all tips have been obtained, the player can answer questions in order to earn points, gain badges and access the next room.

Every time the learner answers a question, the number of points awarded or lost appears per pillar.

The three pillars are listed: profit, people, planet plus a key element for hotel owners: customer satisfaction.

At the end of the game, you will get the results achieved by each learner according to the domains (energy saving, food waste, water saving ...) and the pillars. The badges obtained will appear.

The GREEN COOKING CHALLENGE

The “Green Challenge” is an option which can be a thorough conclusion to the learning process and a strong enhancement of the knowledge, skills competence gained through the Pathways.

In Green Guest partners had the opportunity to organise it at a European level (Estonian , Italian , French participants), yet it can be organised at a school or regional level.

Step 1: make sure the participants have followed the previous pathway

Step 2: (optional) organise the study visits of sustainable companies and get the feedback of learners and arrange a discussion over the issues .

Step 3: organise a proper cooking challenge (2 days) with teams of learners (it can be interesting to introduce some waiters in the teams) . Each team is advised by a professional chef as a mentor who has an interest in sustainability.

Day 1 Propose a baskets of products, each team will choose the right ingredients according to sustainable issues, make sure to propose non sustainable products (long distance supply, off season ...) together with sustainable ones ... Each team is advised by its mentor

Preparation: Let the teams discuss and create the dishes and or menus ...

Day 2 Implementation: each team undertakes the cooking process (the jury will attend it to start assessment)

Step 4: Set up the jury of professionals and organise a thorough briefing of the members and ensure that they are aware of the criteria (re guidelines in appendices).

The dishes are presented to the jury who will taste them and have also monitored and assessed the cooking process. The assessment regards the quality of the dish its sustainable aspects, and the capability of the teams to argue on the choices they made to address the sustainable issues.

Step 5 Arrange an official award winning ceremony with local hospitality stakeholders to enhance the efforts of the learners.

APPENDICES

1. Internship report form
2. Study visit report form
3. Green cooking challenge - Contest guide for students
4. Study cases

Internship report form



Instructions: during your internship, answer the following questions providing examples on sustainability initiatives in the companies. If you can't find any relevant examples maybe you can find a reason for this, eg: the investment would be too expensive, the company has thought about it but has done nothing yet, the company sees no reason, other (specify).

ENERGY

1. Which actions are undertaken to reduce the consumption of energy? Give details.

.....
.....
.....
.....
.....
.....

If you can't find any examples maybe you can find a reason for this.

- e.g.: the investment would be too expensive,
- the company has thought about it but has done nothing yet,
- the company sees no reason,
- other :

WATER CONSUMPTION

2. Which actions are undertaken to reduce the consumption of water? Give details.

.....
.....
.....
.....
.....

If you can't find any examples maybe you can find a reason for this.

- e.g.: the investment would be too expensive,
- the company has thought about it but has done nothing yet,
- the company sees no reason,
- other : (specify)

WASTE MANAGEMENT:

3 How does the company identify and sort waste and rubbish? Give details.

.....
.....
.....
.....
.....

If you can't find any examples maybe you can find a reason for this.

- e.g.: the investment would be too expensive,
- the company has thought about it but has done nothing yet,
- the company sees no reason,
- other : (specify)

4 Which policy is implemented in order to avoid wastage? If identified, give details.

.....
.....
.....
.....
.....

If you can't find any examples maybe you can find a reason for this.

- e.g.: the investment would be too expensive,
- the company has thought about it but has done nothing yet,
- the company sees no reason,
- other (specify)

ORGANIC PRODUCTION / ATTITUDES

5 Does the company consciously prefer organic food and products (hygiene, etc.?) If so, give details.

.....
.....
.....
.....
.....

If you can't find any examples maybe you can find a reason for this.

- e.g.: the investment would be too expensive,
- the company has thought about it but has done nothing yet,
- the company sees no reason,
- other : (specify)

SUPPLY CHAIN SUSTAINABILITY:

6 How does the company favour local production? Give details.

.....
.....
.....
.....
.....

If you can't find any examples maybe you can find a reason for this.

- e.g.: the investment would be too expensive,
- the company has thought about it but has done nothing yet,
- the company sees no reason,
- other: (specify)

SUSTAINABLE CERTIFICATION LABELS:

7 Is the company itself certified - or attempting to gain certification? If identified, give details.

.....
.....
.....
.....
.....

If you can't find any examples maybe you can find a reason for this.

- e.g.: the investment would be too expensive,
- the company has thought about it but has done nothing yet,
- the company sees no reason,
- other: (specify)

COMMUNICATION WITH THE CLIENTS:

8 How does the company make an effort to show clients its preoccupation and standpoint as regard sustainable development? Explain.

.....
.....
.....
.....
.....

If you can't find any examples maybe you can find a reason for this.

- e.g.: the investment would be too expensive,
- the company has thought about it but has done nothing yet,
- the company sees no reason,
- other : (specify)

THE SOCIO-ECONOMIC ENVIRONMENT:

9 To what extent is the company involved in local life (tourism, events, clubs...)? Give some details.

.....
.....
.....
.....
.....

If you can't find any examples maybe you can find a reason for this.

- e.g.: the investment would be too expensive,
- the company has thought about it but has done nothing yet,
- the company sees no reason,
- other : (specify)

THE STAFF:

10 How does the company make an effort to train the personnel and offer apprenticeships, etc.? Explain.

.....
.....
.....
.....
.....

If you can't find any examples maybe you can find a reason for this.

- e.g.: the investment would be too expensive,
- the company has thought about it but has done nothing yet,
- the company sees no reason,
- other: (specify)

SPECIFIC ECO-RESPONSIBILITY TRAINING:

11 How does the company make an effort to train personnel towards adopting sustainable attitudes and techniques?

.....
.....
.....
.....
.....

If you can't find any examples maybe you can find a reason for this.

- eg: the investment would be too expensive,
- the company has thought about it but has done nothing yet,
- the company sees no reason,
- other : (specify)

STUDY VISIT REPORT FORM



Instructions: during your study visits, answer the following questions providing examples on sustainability initiatives in the companies. If you can't find any relevant examples maybe you can find a reason for this, eg: the investment would be too expensive, the company has thought about it but has done nothing yet, the company sees no reason, other (specify) ...

ENERGY

1 Which actions are undertaken to reduce the consumption of energy? Give details.

Hotel Termini	Hotel Imperia	Farm house Salomé

WATER CONSUMPTION

2 Which actions are undertaken to reduce the consumption of water? Give details.

Hotel Termini	Hotel Imperia	Farm house Salomé

WASTE MATTER:

3 How does the company identify and sort waste and rubbish? Give details.

Hotel Termini	Hotel Imperia	Farm house Salomé

WASTEFULNESS:

4 Which policy is implemented in order to avoid wastage? If identified, give details.

Hotel Termini	Hotel Imperia	Farm house Salomé

ORGANIC PRODUCTION / ATTITUDES

5 Does the company consciously prefer organic food and products (hygiene, etc.?) If so, give details.

Hotel Termini	Hotel Imperia	Farm house Salomé

SUPPLY CHAIN SUSTAINABILITY:

6 How does the company favour local production? Give details.

Hotel Imperia	Pizzeria Capri	Farm house Salomé

SUSTAINABLE CERTIFICATION LABELS:

7 Is the company itself certified - or attempting to gain certification? If identified, give details.

Hotel Imperia	Pizzeria Capri	Farm house Salomé

COMMUNICATION WITH THE CLIENTS:

8 How does the company make an effort to show clients its preoccupation and standpoint as regard sustainable development? Explain.

Hotel Imperia	Pizzeria Capri	Farm house Salomé

THE SOCIO-ECONOMIC ENVIRONMENT:

9 To what extent is the company involved in local life (tourism, events, clubs...)? Give some details.

Hotel Imperia	Pizzeria Capri	Farm house Salomé

THE STAFF:

10 How does the company make an effort to train the personnel and offer apprenticeships, etc.? Explain.

Hotel Imperia	Pizzeria Capri	Farm house Salomé

SPECIFIC ECO-RESPONSIBILITY TRAINING:

11 How does the company make an effort to train personnel towards adopting sustainable attitudes and techniques?

Hotel Imperia	Pizzeria Capri	Farm house Salomé

GREEN COOKING CHALLENGE - CONTEST GUIDE FOR STUDENTS



Trainees are to execute and set-up a sustainable menu and a table for following the theme of sustainability. A menu card must be included in the set-up. Service interaction between participants and judges is part of the Competition. Service knowledge, and skill in menu merchandising **focusing on the issue of sustainability** will have a great impact on scores.

A jury is made up several members who will assess the quality of work and the level of sustainability according to a set of criteria.

SUSTAINABLE MENU: WHAT IT MEANS:

- Offering ways of eating better with less meat and fish and more vegetables and legumes to get the balance right
- Purchasing healthy, local, seasonal and environmentally friendly food, organic and fair trade whenever possible
- Targeting full satisfaction of guests with enjoyable well plated dishes, avoiding overemphasis on quantity but favouring a focus on flavour, nutrient quality, culinary adventure
- Caring about saving energy and water in the whole process
- Aiming to be waste-free and being careful to sort out and recycle inevitable waste
- Being very careful about hygiene and food safety
- Caring about the feasibility of dishes for kitchen staff during rush hours

INSTRUCTIONS:

The Green Guest teams have to plan and prepare a **single-combined dish**, using ingredients from a blind food basket (sustainable products, *e.g.* cereals, legumes, vegetables, cheese, eggs, etc.).

Day 1 (one day before the Green Challenge), each team will plan and test the menu and recipes **together with one mentor per team**. The team will make acquaintance with the food basket, compose the menu, organize work, prepare the menu card for the presentation table. Mentors are not allowed to help or touch the food nor plates. They are only allowed to intervene with words and give advice.

Day 2 GREEN COOKING CHALLENGE

Arrival of trainees at 9.00 in the kitchen

Beginning of the contest at 9.30

Each Team will be provided the basket with products. The Teams will work independently to decide the recipe to prepare, each member will be given a task to fulfil. The order for cooking time will be drawn by one member for team. The teams will be given a colour name.

PROPOSAL OF ORGANISATION :

- 9.30/11.30 the **first team** starts cooking, at 11.30 they will serve the member of the Jury (several members), and tasting buffet for other participants
- 9.40/11.40 the **second team** starts cooking, at 11.40 they will serve lunch to the member of the Jury , and tasting buffet for other participants
- 9.50/11.50 the **third team** starts cooking, at 11.50 they will serve the member of the Jury (several members), and tasting buffet for other participants
- 10.00/12.00 the **fourth team** starts cooking, at 12.00 they will serve the member of the Jury (several members), and tasting buffet for other participants.

12.30/13.30 Time for jury to discuss their evaluation and select the winner team

12.30/13.30 Time for trainees to clean the workplace

14.00 Award ceremony

Evaluation criteria

The Teams will be judged on the following criteria with points scored for each section:

Criteria	Description	Points	EVALUATION OF TEAMS			
			RED	YELLOW	BLACK	GREY
Hygiene	Attention must be paid to hygiene during food preparation; proper handling from establishment to competition venue in accordance with HACCP guidelines. If sustainable solutions are possibly used they should be valued	10				
Work technique	Preparations must testify the mastery of basic skills, undertaking of correct cooking methods respecting the products and enhancing their sustainable characteristics (fresh, organic, local supply). Other Particular attention can be paid to sustainability (e.g. use of oven, consumption of water, energy, ingredients, etc.)	10				
Teamwork	Every member of the team, fully aware of the sustainability issues, must play an active role in the cooking process and is able to account for environmentally friendly actions and behaviours	10				
Use of products	The menu is set up so that to avoid the maximum of food waste. The Origin of products is checked to strive to have seasonal, local supply, organic foodstuff. The portions and the combination of meat/ fish and plant -based food (vegetables, legumes...) are planned in a sustainable way.	15				
Presentation of the food/ communication skills	The team is able to explain the dish and why they have been prepared in a sustainable way as well as arising the interest of the guests by enhancing the matching of sustainability with the satisfaction of guests.	15				
Appearance of the food	Choice of plates, garnishes and ingredients are made so that to achieve balance in presentation and taste, creativity, originality, portion size as well as practicability.	10				
Flavour of the food	The Over-all taste impression of the dish presents distinct and well-defined flavours. With appropriate temperature of ingredients and proper seasoning. The dish has no overpowering, flavour with good balance and combination	15				
Theme compliance	The teams shows its ability to execute and represent sustainability by plating with the appropriate setting of products.	15				
Total		100				

General rules

1. Help during the competition, is strictly forbidden, except competitors own written materials (on paper). Using mobile phones, computers or any other electronic devices of communication is prohibited.
2. Main ingredients will be presented to competitors and each team will get fixed quantities. Additionally, competitors are allowed to use ingredients from the common table.
3. During the competition competitors are not allowed to use self-brought food/ ingredients, just ingredients given by judges are allowed.
4. During the competition, competitors must comply with the requirements of personal and work hygiene also occupational safety and fire protection rules.
5. Competitors will arrive to kitchen in cooking uniforms, with the tools (knives and chef toolkit, small utensils and if you'd like, also cupcake pan). Some electrical tools are allowed to take the weight, hand mixer, blender and immersion blender.
6. During the competition, any questions can be presented toward the kitchen judges who would resolve the problem or convey the information.
7. The competitor can, if necessary, leave from the competition site only with the permission of the judges, and with the accompaniment.
8. Serving plates are supplied by the organisers and mandatory for competitors to use (white round plates). Additional serving dishes and means are not allowed.
9. Each food must be prepared in 5 portions (for the members of the jury) plus 7 portions for the invited guests.
10. Serving from four teams will take place at once, and after 10 minutes the next teams will serve their food at once.
11. Teams exceeding given serving time more than 10 minutes, is removed from the competition. Maybe more time according to what is mentioned above.
12. During the competition, if necessary, assistants are permitted to wash competitors' dishes, bring ready meals to judges, and serve the judges table.
13. All claims shall be submitted immediately after the competition to the head judge, later complaints will not be considered.



friendly

Loona Manor

Saaremaa, Estonia

Food for thought...

A nature reserve (also called a natural reserve, bio reserve, natural/nature preserve, or conserve) is a protected area of importance for wildlife, flora, fauna or features of geological or other special interest, which is reserved and managed for conservation and to provide special opportunities for study or research.

What do you think of linking nature reserves and the tourism industry? Tick the answer/s you think best.

- A. There shouldn't be any tourism field enterprises in nature reserves. Places like this should stay "untouched" by tourists.
- B. If an industry contributes financially to help preserve a protected area it could be a good idea.
- C. If an industry promotes the protection of nature reserves and follows sustainability principles it does no harm.
- D. Nature reserves are not just for study and research but also for raising the awareness of ordinary people.

What is the economic importance of biodiversity for humans? Tick the answer/s you think best.

- A. Biodiversity is important in the production of food.
- B. Biodiversity is important in medicine. A very large number of species of plants is used for medicinal purposes since very ancient times.
- C. 70% of anticancer drugs are derived from tropical forest plants.
- D. Out of 250,000 species of known plants, only 5,000 have been studied for their possible medical applications.
- E. Biodiversity is important in the textile and construction industry, and for the production of energy.
- F. Many industrial products are obtained thanks to biodiversity: lubricants, perfumes, paper, waxes and rubber, are all obtained from plants.
- G. Biodiversity is essential in products of animal origin such as wool, silk, leather, hides, etc.

What is sustainable about Loona Manor ?

Please read the following text carefully and answer the questions.



Loona Manor, the centre of Vilsandi National Park (VNP), is conveniently situated on the western coast of Saaremaa, the biggest island of Estonia. **The place is renowned as a recreation place with unique nature and lots of sights.**

The Western part of the island can jokingly be called the most typical Saaremaa. Its most characteristic features?

- picturesque coastline with numerous small islets and spectacular sunsets,
- exiting high cliffs,
- juniper rich pastures and upland grazing, meadows and sheep herds,
- coastal villages with windmills, stone fences, and houses with thatched roofs,
- old port areas and landing places,
- lighthouses, and churches,
- beautiful national costumes and dialectal language still in use.

Besides the mansion, also the coach house, granary-drier, gardener's house (today Kivimaja 'stone house', houses Fossil Museum), cattle shed (houses exhibition about the history of Baltic nature protection and VNP, and the information centre of the national park) and milk cellar have been preserved in the big manor park.

Loona Manor has earned the right to implement sustainable practices by the owner of the building – RMK (State Forest Management Centre)

Loona Manor offers a wide range of services, information about the national park and surrounding areas. They share the same values as the nature protection organization.



Motivation and ethos are the history of their company. They feel concerned with each of the 3 pillars of sustainability and make sure they are shared and applied by every employee.

Loona Manor guesthouse offers seven different twin rooms with a view on the park or alleyways. There is also a room with private entrance suitable for guests with a pet. Of course they have rooms which should accommodate people with special mobility needs.

Manor does everything to leave their customers warm and welcoming feeling but at the same time **they are doing their best to reduce their ecological footprint** (washable carpets, underfloor heating, aerators, waste management etc.).



The restaurant has a very cosy atmosphere and offers a variety of appetizers, main courses and desserts. The food is based on locally grown products- sheep, fish and vegetables. Menu also offers traditional Estonian dishes and vegetarian food.

Loona Manor restaurant is open every day from May to September.

The beautiful nature and historical background of Loona Manor are the perfect environment to arrange successful seminars, conferences and other business meetings, also Loona Manor is an

excellent place for weddings and formal gatherings.

Historical manor complex with its terraces, ponds, stone fences and panoramic views create a romantic atmosphere that is perfect for such events. Different sizes of halls (The Fireplace Hall, The Piano Hall, Cafeteria Room, sauna with the fire room) gives an opportunity to hold anniversaries, weddings, birthday parties or some other special events.



Vilsandi National Park is still beautiful unexplored area, where the true nature of the island is clearly revealed: the sea, coastal islets, coastal villages, ancient harbour and ship-building sites.

With cooperation of Heritage Tours manor offers a wide choice of tours in nature reserve with or without the guide.

The highest potential of Vilsandi is the development of seal observation, organising of traditional trips and showing and teaching of old works of the people living near the beach, also the wider implementation of the different sustainable tourism principles in the whole area.





Visit the place and you are going to fall in love!

► <http://www.loonamanoor.ee/> ◀

About the presentation of the hotel

1. What is the pillar addressed by the activity and devices below? Write the letter in the right category.

Do this exercise online: <https://learningapps.org/display?v=pta0vmayj18>

 Environmental	 Social	 Economical

A	B	C	D	E
floor heating for low energy consumption	Composting biological waste and use it for growing vegetables etc.	Sharing the information about national park's conservation goals, introduction to the best-known protected species, demonstrations, exhibitions, information days...	Changing the towels on daily basis only on customer request	The food in the restaurant is based on local farm production - sheep, fish and vegetables.
F	G	H	I	J
Employees have been trained to develop their awareness about the values of nature reserve and share it with customers	Opportunities to ride bikes to visit the island	Renewable energy source (use of local wood for heating)	Local people can celebrate their anniversaries in an historical manor.	LM supporting implementation of sustainable practices by owner of the building - RMK (State Forest Management Centre)
K	L	M	N	O
Using paper waste for heating during the winter period	Participating and organizing different festivals (Orchids, Music)	Loona Manor restaurant and accommodation is open every day from May to September.	Picnic baskets with reusable dishes or paper-cardboard packing	Organizing exhibitions and info seminars about sustainability (management, waste treatment, local handicraft art etc.)

Feedback from customers

These fictitious reviews are inspired from comments written by customers who stayed in the hotel. Read them and answer the question below.

A memorable few days in an idyllic rural manor house in beautiful countryside of western Saaremaa” This was a very special place on the end of Estonia. It was ultra-quiet, with views over lovely unspoilt country side. This historic manor house has been restored / modernised well, and is very comfortable and pleasant to stay in. The countryside information centre in the front garden is very comprehensive and interesting (though not much in English), with a knowledgeable and friendly keeper. The manor house staff were very friendly and helpful, especially Hari the boatman's daughter and her friend, and the excellent chef. The breakfasts were good, and Estonian, with porridge! So was the dinner we ate. Highly recommended.

But the south facing dormer window needs guttering installed above it to prevent rainwater falling onto the sill, and splashing into the room.

Alan (UK).

Do not pass go unless you're prepared to really rough it. The location is great for exploring the national forest and the park service centre is right on the property. You can hear the moose and boar in the woods at night and the Milky Way is right over head.

The place was full of flies, and I mean full. It was awful. We spent the first half hour killing as many as we could. Large black buzzing monsters. There is NO SOAP!!! The dish cloth (1) was filthy. There is a room with probably 10 bunk beds, no seating area at all, a nasty little "kitchen" area, a disgusting shower and two bathrooms the size of an aircraft loo. There is an upstairs with mattresses on the floor. It felt like a boot camp for juvenile delinquents.

Deborah (USA)

Excellent comfortable hotel in fabulous location. Loona Manor is a well restored old German Manor House. Nothing at all pretentious, it provides excellent comfortable accommodation, lovely food, and great help with what-to-see and where-to-visit in the vicinity. We had a lovely walk through the woods to the harbour and saw so much wildlife, lizards, a grass snake fishing, and innumerable bird species - among which beautiful geese - many plants and butterflies. We've been told we could come across some boars and deer, even seals by the beaches. The staff could not have been more helpful, helping us identify what we had seen and making suggestions. The Vilsandi NP visitor centre is in the grounds and the lady there was similarly enthusiastic and helpful. A fabulous place to visit. Highly recommended.

Eartha (Scotland)

Who was most disappointed?

- A. Alan
- B. Deborah
- C. Eartha

Why?

- A. Too quiet, too far from village centre
- B. Rooms too small
- C. Too many flies

What kind of wildlife should guest expect to approach by staying in such a hotel?

- A. Pelicans, lions, camels, tigers, hippos
- B. Geese, seal, butterflies, boars, deer, various plants, grass snakes, lizards.
- C. Wolves, bears, moose.

The hotel claims it offers an opportunity to be in close contact with nature. What should guest expect?

- A. Opportunities to boat ride , walk through preserved environment and contemplate nature
- B. Full comfort similar to what is offered by up-market hotels with gastronomy restaurants.
- C. Opportunities to taste local food

Some customers made some complaints - what sort of improvements could be brought in such a sustainable hotel?

- A. No improvement, customers have to fully accept what is offered, this is a rural place which does not have to be fully clean
- B. Take a great care of fixing up all parts of the house like the south facing window to prevent water splashing into the room.
- C. Use very effective chemicals and pesticides to eradicate all insects in the house
- D. Reduce flies invasion by looking for eco-friendly methods
- E. Provide soap and be very careful about providing clean cloth.

2. Choose one of the customers and imagine the reply of the manager.

Dear



Olde Hansa

Tallin, Estonia

Food for thought, thoughts on food

Read the text below. Which statements best describe what you understand to be a sustainable food system?

A sustainable food system is an interacting network that integrates several aspects of food production, preparation and distribution, in order to improve a community's environmental, economic and social well-being. It is built on principles that promote the ecological, social and economic values of a community and region.

- A. Local food is something you can buy from local supermarket
- B. Local food is something associated with sustainable agriculture
- C. It's a method of food production and distribution that is geographically localized
- D. Local food refers to food produced near the consumer
- E. Local food is the food sold by local people on the market
- F. Local food is food which is grown and harvested close to the consumer's homes, then distributed over much shorter distances than is common in global industrial food system

Are local/regional food systems important? If yes, then how? Tick your answers.

- A. In supporting local farmers
- B. In protecting our health and environment
- C. In helping local communities and stimulating local economies
- D. In making local markets attractive to tourists
- E. In reducing local rates and taxes

What's sustainable about **Olde Hansa**?

Please read the following text carefully and answer the questions.



Tallinn is a small European city with a rich historical heritage that dates back to 14th-15th centuries. Many tourists every year visit this European pearl in order to reminisce about medieval times.

However, there is a specific place in the heart of the Old Town that is beloved not only by tourists, but also by many locals. The place offers an unforgettable evening in the homely medieval atmosphere.

Olde Hansa is the restaurant that preserves not only the traditions of the past but is a very environmentally friendly business in the tourism industry.

To begin with, Olde Hansa is situated in the 900-years-old building. Every wall and every beam there are original. Moreover, according to the old traditions, the wall-paintings were restored and

made from cheese, spices and eggs. No chemicals and toxic substances were used.



The number of daily customers reaches approximately, of whom 600 are tourists. In addition, the 3-storeyed house is open 12 hours every day and is being lighted by candles. That makes the atmosphere intimate and cozy. As a result, it does not require much energy for the lightning the place.



What is more, the menu of the Olde Hansa offers only the dishes of those days that are made from the very local products. And this is the tradition which the Olde Hansa staff tries to preserve as much as they are able to.

First of all, about 68% of all products used in the restaurant originate from the nearest farms and are chosen carefully by the chef.

This results in the fact that delivery vehicles travel shorter distances and pollute less.

Furthermore, the local Estonian farms do not use pesticides as much as that which is common in many foreign countries, especially when long-distance delivery is needed.

Finally, this trade keeps the economics of Estonia balanced and contributes to the thriving of small local farms.

Besides, the meat of wild animals is a common aspect of the menu in Olde Hansa since it was popular in the Medieval times. Based on that knowledge, as the Olde Hansa needs large amounts of meat of wild boar, bear and deer, and it cooperates closely with the local hunters who play an important part to preserve wildlife balance in a sustainable approach.






Last but not least, the Olde Hansa team is also concerned with recycling. So all the waste, they have every day, is carefully sorted and packed into the recycling bags which are brought to the huge landfill and used as a manure.

All in all, The Olde Hansa restaurant is a great example of how to combine the traditions of the past and modern techniques, thereby preserving the Earth of today.




► <https://www.oldehansa.ee/> ◀

About the presentation of the hotel

Look at the three “pillars” of sustainability. Study the statements below and decide which pillar category is concerned. Circle one letter in each category:

 Environmental A - B - C	 Social A - B - C	 Economical A - B - C
<p>A. “[...] this trade keeps the economics of Estonia balanced and contributes to the thriving of small local farms.”</p> <p>B. “[...] all the waste, is carefully sorted and packed into the recycling bags, which are brought to the huge landfill and used as a manure”</p> <p>C. “[...] as the Olde Hansa needs large amounts of meat of wild boar, bear and deer, and it cooperates closely with the local hunters.</p>		

Find more key elements about this hotel that illustrates each pillar.

 Environmental	 Social	 Economical

How can a business in the hospitality and tourism industry reduce its carbon footprint and contribute to planet preservation?

--

Feedback from customers

These fictitious reviews are inspired from comments written by customers who stayed in the hotel. Read them and identify whether the feedback is positive or negative.

A special place

Visited this restaurant back in 2009 and all I can say is it is the BEST restaurant I have EVER been to. We tried to find something even remotely comparable in many countries around the world and there simply is nothing like it. From a remarkable menu, to the charming candlelight. ...even the toilets are an experience. I wish I could give this restaurant more stars as it is one of a kind and certainly the best restaurant I have ever had the privilege of going to.

By the way, outside they sell warm coated almonds. The garlic flavoured almonds are absolutely outstanding. **Emma V.**



Fun and charismatic

This is a great restaurant if you are looking for something special, not only good food.

The food was okay, but it was the location, inventory, music and costumes on the servers who made the evening great! Felt like we were back in the medieval times. Be sure to check out the toilets! **Felicity G.**



Tourist trap - even a slice of bread gets charged.

Being in the old town, it's not surprising prices are more expensive than elsewhere. However, this place is ridiculously overpriced. The food is ok, but the portions are quite small, and it's the only restaurant in Estonia where we've ever been charged for two slices of bread we asked for to accompany our tiny soup.

The medieval theme is nice, the house is beautiful, but the experience isn't worth it... Unless you just stepped off the boat from Helsinki, you find the prices normal, and you haven't had a chance to find another place to eat! **Tom H.**



Medieval immersion

Saying Olde Hansa is good, is not doing it justice. We expected good, and it was far better than what my boyfriend and I had expected. The attention to detail was incredible - even inside the bathroom!! Completely illuminated by candles, the food made following all the medieval methods (no potatoes!) and incredibly tasty. We had a feast where we could not only try a huge amount of different foods (all of them incredible) but we could even repeat any of them!! The amount was such, it wouldn't have been necessary. Warm, freshly baked bread in two different styles. Absolutely worthy of the last cent (and not expensive at all for that quality).

The waiters were also dressed as medieval people, but I want to make a special mention to Rasmus, the waiter who attended us in the beginning of January. I wonder if he was rather an actor than a waiter. Extremely nice and energetic, explaining everything so we could choose, talking as if we truly were a medieval couple - without breaking the immersion at any moment, he even called the money "gold" and made us make a special ritual with the bread. We would like him to know, that his amazing job was an important part of our Tallinn experience, and if we go back to such an amazing city we will go to Olde Hansa, and hope that we see his performance again. Thank you. **Amanda D.**



Avoid

This is just a tourist trap. Food is boring and not good looking. Annoying music. Dark and noisy. Would avoid and go somewhere with better food. Or try the McDonalds down the road. **Boris A.**



Tourist trap under quaint medieval facade

We went to this medieval dinner theater thinking it'd be quaint. But we should have known it was a tourist trap when we walked in and the place was packed like Disneyland. But we forged on and decided to see what it was all about. We were lead upstairs where the place was lit with only candles. You could barely read the menu. I made the mistake of ordering an old fashion dried fish salad. I thought since they eat a lot of dried fish in this part of the world, and me being very open minded about all cuisine. Wrong. It smelled like some fish died and dried up on a deserted shore weeks or months ago, and the chef found it on his way to work and decided to put it on the menu, in a salad. I should have listened to my instincts to not eat it but I ate as much as I could in case my olfactory was wrong. It wasn't. Let's just say my stomach didn't fare well afterwards. The historic music was also not charming but annoying thru out the meal. **Roberto B.**



Not a good visit!

We called in here for a drink because the place is medieval, it's located in the centre of the old town, the staff are in medieval dress and we wanted to experience the atmosphere. We waited at least 10 minutes without anyone approaching us to take an order and then had to catch a waitress as she was passing by! She then brought our drinks and was very apologetic and served us with a complimentary glass of a berry concoction which, to say the least, was disgusting!

The inside is very dark, being lit only by candles – they serve boar, moose, bear, rabbit and other things which were served in medieval times!! Unfortunately, the smells got to me; the wine was awful and the cost was pricey and aimed at tourists!

It was a new experience for us – however, not one to be repeated! **Monique B.**



Tourist trap

Horrendous. Wouldn't go there again. Ordered dessert, overpriced and with ice lumps in it. Live band playing at an unbearable volume. Chairs uncomfortable. **Stefan T.**



What seems to be the key motivation to visit this restaurant

- A. It's sustainable and eco-friendly
- B. The medieval theme
- C. The live band
- D. Cheap prices

What are the main points raised by the users? Tick a table cell for each time the point is mentioned in a comment.

A. Food taste and quality						
B. Use of candlelight						
C. The toilets						
D. Medieval theme : location, furniture, costumes, music						
E. Prices						
F. Size of portions served						
G. Staff and service						
H. Noisiness						
I. Seasonality of products						
J. Waste management						
K. Energy consumption						
L. Short food supply chain						
M. Link with local industry						

Do you think that customers were made aware of the restaurant's commitment to sustainable development?

- A. Yes
- B. No

Do you think that more communication on the commitment of the restaurant to sustainable development could have a positive effect on the customer experience?

- A. Yes
- B. No

How could the restaurant raise awareness among its customers on sustainability issues? Suggest 3 ways.

- A. ...
- B. ...
- C. ...

Reply to one of the negative comments.

Dear



L'Auberge Paysanne

Le Mesnil Rouxelin, France

Food for thought...

The tourism industry provides 200 million jobs and caters for 600 million tourists per year all over the world.

What do you think of the role it can play to preserve the environment?

- A. If such an industry with so many clients respects the environment it can have a real positive impact
- B. The industry should make as much profit as possible and other industries will care about the environment.
- C. If you provide 200 million jobs, you don't have to care about the environment.

The "ecological footprint" is a measure of humanity's demand on our ecosystems compared with what planet Earth can renew and replace.

If we use more than what the planet can renew, what will happen?

- A. The human kind is in danger, since resources will be exhausted
- B. The planet will end up by renewing what has been used, by itself without much trouble
- C. Humanity will manage to do with what is left , no need to worry

What is sustainable about **L'Auberge Paysanne**?

Please read the following text carefully and answer the questions below.



The « Auberge » combines organic farming, a bakery and a countryside inn with B&B accommodation and catering. It is a 32-ha farm.

Its motto is seasonal, organic, short distance supply food. It is eco-constructed using local wood and earth. Its owner, Philippe Enée, started the sustainable trend in the centre of the Manche « département ». The farm was at the heart of the development of organic farming and organic food supply. It has been used as a training support for people interested in sustainability. It belongs to a specific network called « Accueil Paysan » (*The Country Welcome*).

<http://www.accueil-paysan.com/fr/>

The customers are the general public and people particularly interested in eco-friendly approaches.

Philippe Enée is a chef who, after travelling the world, came back to his native farm to open the inn. The communication for clients about the

approach is discreet: no posters nor slogans, Philippe privileges oral communication and satisfaction of guests.

Concerning the environmental issue,

The farm is keen on biodiversity preservation, for example forgotten species of plants and vegetables. Packaging is nearly inexistent; use of pesticide strictly banned, and recycling is permanent through composting and feeding into the pig-stall. Most of the supplies come from the farm, the rest coming from neighbouring producers.

Farm food

The food is inspired from typical farm food, both substantial and based on reduced meat products, often local pork from the farm, local plants and vegetables from the greenhouse and garden.

The inn itself has three members of staff. The seventy-five acre farm employs seven people in

all, working full time. It is a profitable sustainable business.



Low energy consumption

Regarding energy, the farm has its own windmills and solar panels. Although it has not started using low consumption lighting, the energy bill is extremely cheap: the average daily consumption is about 1.5 kW!

A social edge

The inn claims to have a social approach through offering work placements, contributing to a wide range of training schemes and events, hosting monthly conference-and- evening debates.

Philippe Enée is also a well-known trainer and today focuses on mass catering where he explains his approach, particularly within the association « Les Pieds dans le Plat ». (A network of trainers specialising in organic cuisine.)
<https://www.collectiflespiedsdansleplat.fr/>

Philippe recently contributed to a specific national training scheme on seasonality. He is highly advertised nationally and recently received a lot of media attention, particularly by some prominent food reviewers:




Laurent Mariotte and Vianney Huguenot.






► <https://www.aubergepaysanne.com/> ◀

About the presentation of the hotel

Look at the three “pillars” of sustainability. Study the statements below and decide which pillar category is concerned. Circle one letter in each category:

 Environmental A - B - C	 Social A - B - C	 Economic A - B - C
<p>A. A sustainable business should have the support and approval of its employees, customers and it has an interest in the community it operates in. The company treats its employees fairly and is a good community member, both locally and globally</p> <p>B. A business must be profitable but not at any price and therefore should respect the environment and contributes to preserving our planet by taking actions. These environmental actions have a positive financial impact.</p> <p>C. The business takes actions in favour of the environment to reduce the environmental footprint of the company and preserve the resources for the benefit of future generations. It contributes to planet's preservation</p>		

Find more key elements about this hotel that illustrates each pillar.

 Environmental	 Social	 Economic

Feedback from customers

These fictitious reviews are inspired from comments written by customers who stayed in the hotel. Read them and answer the question below.

I stayed at « l'Auberge » last March. Frankly I don't care about all this nonsense of climate change. I'm fed up with being bothered by all these restrictions on line with what they call "sustainability".

The food was excellent, organic or not - I don't care... Unfortunately I like having melons and figs for breakfast: I was told that these fruits are not seasonal. Hey, it's summer time in the Southern Hemisphere it's seasonal there, why can't they bring some over!

I was also treated with a pork dish with a lot of different vegetables but meat was very scarce. That was very good, but I like when there's more meat than greens, to be frank, I feel that customers' satisfaction should be more important than other considerations - ecological or not. **Jack R**

I stayed at the « Auberge » with my husband last March. I particularly enjoyed the service: very informal and friendly. Food was great and the room - not a luxury one - smelled fresh and felt comfortable. We were not bombarded with slogans and the Hotel policy was very discreet, but it was pleasant to notice that the excellent food was organic, seasonal - straight from the garden and farm and it is good to know that the house was eco-built with environmental friendly materials like earth and wood. I particularly recommend the Auberge, even to people who are not convinced that sustainability is an important issue. **Sally B**

Jack R does not care about sustainability. Cross out the one statement which does not match his ideas

- A. Whatever the season, Jack wants to have the fruit he likes
- B. Jack does not care about reducing transportation
- C. Jack hates to be bothered by actions in favour of the environment
- D. Jack really believes in climate change
- E. Jack is keen on meat based dishes rather than plant based ones

Sally B appreciates sustainability. Cross out the one statement which does not match her ideas

- A. Sustainability means quality of service and is on line with guests' satisfaction
- B. Organic, seasonal food is important as well as the use of products respectful of health
- C. The Auberge thinks its sustainable actions are profitable and do not require to bombard customers with slogans, they just have to experience being hosted here.
- D. The Auberge targets people who are committed to sustainability and those who are not convinced should not come

Which of these customers should be made aware of the sustainability issue?

- Jack
- Sally

Sustainability can definitely be an advantage for a business

- Yes
- No

Why was Jack R not satisfied with the food? Cross out the wrong reason

- A. Because the Auberge did not supply the off season fruit he likes

- B. Because there was a shortage of pork meat supply from Brazil
- C. Because whatever the season he wants to have the products that he likes even if they should be transported from thousands of KMs.

Why did Sally appreciate the Auberge? Cross out the wrong reason

- A. Because of the quality of what the Auberge offers in terms of health and comfort
- B. Because the food was seasonal, organic and short-distance supply
- C. Because she was reminded all the time by the staff that the Auberge is sustainable in case she had not noticed.

Importing pork from Brazil, even if it is organic, is not sustainable.

- I agree
- I don't agree

Seasonal, organic, and short-distance supply are definitely the right options for a sustainable business.

- I agree
- I don't agree

Reply to these customers as if you were the owner of *L'Auberge Paysanne*.

Dear Jack,	Dear Sally,
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Le Pommier

Bayeux, France

Food for thought, thoughts on food...

Here is the declaration of a company: "We were determined to ensure our company would adhere to good principles of Corporate Social Responsibility (CSR): we couldn't see why it shouldn't be possible to make money and be good corporate citizens at the same time. We decided to build the business on the three pillars of CSR: people, planet, profit"

In France 60% of over-50-staff companies claim they are concerned by CSR.

Do you think a restaurant can adhere to these principles?

- A. No, even if it tried, the business would never be profitable.
- B. Why would a restaurant bother? It's none of its concern.
- C. All sectors are now concerned: they should be preoccupied with people, the planet and also be profitable.

What is sustainable about **Le Pommier**?

Please read the following text carefully and answer the questions below.



"Le Pommier" in Bayeux is a well-established restaurant located in the picturesque medieval city of Bayeux, close to its famous cathedral and at a walking distance from the legendary Queen Mathilda's Tapestry. The restaurant is well known

by an international and French clientele, and its reputation is based on a specific culinary approach dedicated to products from the Normandy region.

The owners, Isabelle and Thierry Lhuillery, are strongly attached to the region and its typical specialities from the nearby farmland and fishing ports. Their cooking is both original and typical. The owners know the local producers well. They have been working with them for many years. When the ingredients are cooked, it is always in the respect of their original flavour, only spices and fresh herbs are added in order to bring out the best. Therefore the restaurant is accredited by the “Maître Restaurateur label”. This is the only certificate delivered by the State for French gastronomy businesses.

“Maître Restaurateur”¹ is an accredited catering professional who commits her/himself to cook in her/his kitchen from raw products, mainly fresh, particularly from short food supply chains. This accreditation is awarded by the Préfet, representing the State, as the outcome of a control audit to be renewed every four years.



- The professional has to volunteer to get into this process.
- The “home made” label called « fait maison » in French is attributed to a dish produced in the restaurant kitchen out of raw products.
- The accreditation is a guarantee for guests to be treated with dishes made from raw foodstuff, mainly fresh and produced locally.

The restaurant was created in 1998, succeeding a small catering business seating 20 guests. Today the guest capacity is 80, with 8 full-time staff.

For Thierry the challenge is to match the feasibility of recipes and the quality of dishes to satisfy customers and to live up to the restaurant’s reputation. As a manager he is strongly concerned about keeping stress-levels to a minimum at peak times, so the “à la carte” menu and daily specials are always discussed with the chef to tackle this particular issue. At the same time it improves productivity and is beneficial for all.

Moreover, the business is keen on being part of its local, social, tourist environments.

Thierry Lhuillery is a member of the tourism office board and for many years has been strongly committed to the promotion of the catering industry and its jobs as a “Trade Ambassador” (title delivered by Normandy Regional Council). Also he is involved as a leader of “Les Petits Plats Dans Les Grands”, an association of hospitality businesses whose goal is to support the development of CSR in the trade.



The members of staff have all been trained to act as tutors during apprenticeships and internships, and the restaurant constantly offers work experience placements whenever possible. The “Le Pommier” is a dedicated partner to the vocational training environment.

The staff is regularly offered opportunities to improve skills in various domains such as: hygiene, food safety, and foreign language communication

Thierry and Isabelle are also very keen on giving fragile people job opportunities. For many years their pastry cook was a disabled person who had been trained as an apprentice in the restaurant.

This very successful family-run business is a good example of the involvement of a catering establishment in Corporate Social Responsibility.

▶ <http://www.restaurantlepommier.com/> ◀

▶ <http://www.lespetitsplatsdanslesgrands.fr/> ◀

1. see definition (in French) : <https://www.entreprises.gouv.fr/secteurs-professionnels/titre-maitre-restaurateur>

About the presentation of the restaurant



Please tick the two answers from the text showing that the restaurant is economically viable.

- A. Their cooking is both original and typical.
- B. When the ingredients are cooked, it is always in the respect of their original flavour
- C. The restaurant was created in 1998, succeeding a small catering business seating 20 guests. Today the guest capacity is 80.
- D. Matching the feasibility of recipes and the quality of dishes to satisfy customers improves productivity and is beneficial for all.



Please tick the two extracts proving the restaurant has a concern for the environment

- A. Le Pommier's chef commits himself using almost entirely fresh produce, mainly from the short food supply chains.
- B. Le Pommier in Bayeux is a well-established restaurant located in the picturesque medieval city of Bayeux.
- C. The owners know the local producers well. They have been working with them for many years.
- D. The restaurant is well known by an international and French clientele



Pick out elements in the text proving the commitment of the restaurant to people and sort them into the boxes below.

Commitment to staff wellbeing	Commitment to the community (local people, local economy , people in training, hospitality trade ethos and development)	Commitment to guests' satisfaction

Feedback from customers

These fictitious reviews are inspired from comments written by customers who ate at the restaurant. Read them and answer the question below.

“My husband and I had a splendid dinner at le Pommier in France in October. My husband insisted he wanted asparagus that he likes very much. The owner apologised and very nicely explained that they did not serve fresh asparagus at that time of the year as it would have to be ordered from the Southern Hemisphere. He recommended the seasonal vegetable pie with ‘mesclun’ - mixed salad shoots - which was fantastic. The rest of the menu was totally delicious” **Anja Green**.

“They serve tripe at le Pommier, this restaurant which claims they have a very good reputation! Totally disgusting! We were told that tripe “à la mode de Caen” is a typical Norman dish! Of course I had the “alternative menu”, which was not bad, but when I asked for melon as desert they apologised and I was told, very politely, it was off-season! I noticed a label saying that the restaurant claims to be environmentally and socially responsible. Why should I care as a customer? I wanted them to call a taxi to visit the famous Tapestry Of course they were ready to do it but they said this was walking distance and a good opportunity to visit the town. That was really none of their business!” **Andrew W**

Which of these customers should be made aware of the sustainability issue?

- Anja
- Andrew

List what is not sustainable according to these two guest reviews.

Customers are made aware of the restaurant policy by notices and logos which are put up in the restaurant. Why is this important?

- A. To involve customers so that they understand that tackling the issue is of benefit to all: the restaurant and the guests. The process will perpetuate for the benefit of people and the planet!
- B. To have plenty of attractive pictures to improve the decoration and the atmosphere of the restaurant.
- C. To have plenty of logos and notices to impress customers and show the business is very serious.

Reply to these customers as if you were the owner of *Le Pommier*.

Dear Anja,	Dear Andrew,
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Corinthia Hotels

Budapest, Hungary

Food for thought...

What is sustainable development?

- A. Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
- D. The Conservation of natural resources and the development of alternate sources of power while reducing pollution and harm to the environment.
- B. The practice of developing land and construction projects in a manner that reduces their impact on the environment by allowing them to create energy-efficient models of self-sufficiency.
- E. All of the above.

What is your reaction to the following information? Should the hospitality industry be concerned with sustainable development?

A successful hospitality business which is respectful of the environment and future of the planet; has an approach to human resources (HR) which is ethical; cares about guests' wellbeing and health, definitely shows corporate social responsibility (CSR).

- A. The hospitality trade (like many other trades) has an important part to play in planet preservation and wellbeing of human kind – which means their staff and customers.
- B. Hospitality businesses should not bother with all of the above: first and foremost, they have to make profits without caring about the environment.
- C. Hospitality enterprises have nothing to do with their community, because it is none of their business.
- D. Customers - being the driving force for the trade - love being taken care of at all costs even if the business is not concerned by planet preservation.

What is sustainable about **Corinthia Hotels?**

Please read the following text carefully and answer the questions.



For the benefit of both current and future generations, Corinthia Hotels are inexhaustibly determined to expand responsibly and to aid both local and international charities and NGOs. They strive to ease the pressure that we put on the environment, to contribute to the remarkable work of charities that aid the vulnerable, and to save the rich variety of heritage and culture produced by age-old human civilizations.

Working with both global and local infrastructure, Corinthia Hotels approach Corporate Social Responsibility (CSR) efforts with a consistently optimistic, yet realistic attitude.

Their perseverance to improve not only their business, but also the lives of their team members and the wider community, remains relentless and unbending.

PERFECTING ENERGY EFFICIENCY

In an attempt to minimise their carbon footprint, they strive to decrease their energy consumption, and they have achieved significant results to date. Five years ago, Corinthia Hotel Lisbon implemented their 'Energy Efficient Hotel Project' in partnership with Galp Soluções de Energia and Instituto de Soldadura e Qualidade (ISQ). By

redesigning the water reservoirs, heat exchangers and energy management system in accordance to their renewed hotel energy profile, Corinthia Hotel Lisbon succeeded in reducing its energy consumption by 25% during the first half of 2013, which corresponds to 600.000 kWh and 290 tons of CO₂.

SAVING UNIQUE HABITATS

Our participation in global events like Earth Hour, and our arduous efforts to reduce our water and fuel consumption across the Corinthia hotels contribute immensely to the worldwide ambition to save our planet. More locally and specifically, the Corinthia Hotel St George's Bay also joins forces with other five star hotels in Malta in their efforts to clean and clear up the seabed of St. George's Bay.



OFFERING HUMANITARIAN AID

A first necessary step to enhancing personal/social sustainability worldwide is to accurately identify the needs of society, and reach out to those most vulnerable. On both a brand-wide and national level, the Corinthia hotels have made significant donations – whether of a monetary or material nature – to commendable causes.

The Corinthia Group has continued to support L-Istrina, a 12-hour marathon in aid of the Malta Community Chest Fund, which is donating to both philanthropic institutions and individuals with a variety of needs.

Furthermore, they have donated generously to Dar tal-Providenza, founded in 1965 with the goal of offering a home and a family-like environment to people with disabilities who are unable to live with their families. Besides providing them with a comfortable home, Id-Dar tal-Providenza has also encouraged its residents to participate with the wider community, so as to further improve their quality of life.

SHAPING TOMORROW'S 'CRAFTSMEN'

Eager to preserve and perfect their ethic of the 'Craftsmanship of Care', they work arduously to open opportunities for young people eager to launch a career in the hospitality industry. By taking them under their wing, they hope to transform today's apprentices into tomorrow's craftsmen.




The company annually awards two \$10,000 scholarships to deserving, but financially underprivileged, undergraduate students who wish to pursue a degree in Hotel and Tourism Management. Furthermore, these students are offered the opportunity to intern in one of the numerous Corinthia hotels; experiences which have proved to be invaluable to them.



In further attempts to engage with and hone the quality of the hospitality industry, Corinthia Hotel London also supports the Springboard Charity, an organisation committed to helping young people achieve their potential. Springboard endeavours to alleviate poverty by helping disadvantaged and underprivileged individuals into sustainable employment within the sectors of hospitality, leisure and tourism.

About the presentation of the hotel

Find at least one key element in the hotel description that illustrates each pillar.

 Environmental	 Social	 Economical
A - B - C	A - B - C	A - B - C

Feedback from internship

This entry is from a blog by Joao, who spent a year as a trainee in the Corinthia Hotel London. Please read the following text carefully.

In my childhood, I never ever dreamed that I might be successful one day. Frankly, I wasn't interested in learning: my father left home when I was 2, mother was an addict... I just hung out with some guys and avoided school. Then, just when I became 16 something changed: I lost my mom. I realized that I had no future. I realized that I had to change my way of life or I would end up in jail or worse... So, I had to find a goal, a MEANING for my life.

The only thing I was good at was cooking, since I had to cook for myself from my childhood. I got a job at a local restaurant's kitchen: had to work 12 hours a day for the lowest salary... I hated the place – but I LOVED the job. So I started to improve myself: learned English, read A LOT about Portuguese cuisine, oriental cuisine... And after 3 years I applied for a scholarship at Corinthia Hotels.

Thanks to the company, I finally got the chance to begin my studies on a Hotel & Tourism Management course in Estoril, Portugal. On third grade, I started my internship at Corinthia London's kitchen as a trainee and I spent a year there. They had a professionally tailored work programme for trainee cooks with really good supervisors, so I had a perfect opportunity to improve my professional skills and knowledge. Hotel management had an open-door policy for us trainees; I could go to them with all my complaints and requests.

Thanks to all the above, I graduated as the second best student in 2012. Now I work at Corinthia Lisbon as a sous-chef, and if all goes well, in 2 years I'll have the necessary experience to apply for an Executive Chef position – in Lisbon, Prague, Budapest or anywhere else within the chain.

And the dream goes on...

Joao experienced the social side of sustainability. Tick the statement which best corresponds to his experience:

- A. Sustainability is about making everyone rich.

- B. Sustainability is about encouraging individuals to progress further with their skills and improve their own quality of life.
- C. Sustainability is not viable for companies in the long term.
- D. Sustainability has advantages for the companies only; it does not have any impact on individuals' lives.

...and to the company's CSR policies, which:

- A. give help to fulfil employees' career expectations
- B. do not include ethical HR Management
- C. do not mean easier recruitment and selection of quality workforce
- D. tend to reduce staff morale

Write a short application letter to Corinthia Hotel Human Resources manager. Explain what you like about their sustainable development policy and how you plan to contribute to it.

Dear Madame, Dear Sir,



NH Hotel

Budapest, Hungary

Food for thought...

Which is the key phrase best associated with sustainability?

- A. Maximise natural resource consumption
- B. Responsible environmental interaction
- C. Short-term financial goals supersede long-term environmental quality
- D. Seek to promote environmental depletion

Which of the following is an example of an environmentally sustainable action?

- A. Supporting local farmers
- B. Relying on traditional fossil fuels for energy consumption
- C. Clearing a large area of forest for firewood, and not replanting the cleared area
- D. Removing emission control devices from your vehicle
- E. Deciding to heat the family swimming pool with solar panels

What environmental outcome is likely to occur through human actions associated with population growth, diminishing resources, and pollution?

- A. The environment will benefit through increased consumption of natural resources
- B. There will be no change, as the environment is always resilient to human actions
- C. Actions will be taken to increase conservation and preservation efforts
- D. Environmental sustainability will be at risk

What's sustainable about NH Hotels?

Please read the following text carefully and answer the questions below.



Sustainability is a strategic value for NH Hotel Group, acting as a cross value enabler to build the new NH. The Company continues to bet on innovation in order to develop eco-efficient solutions. NH Hotel Group's sustainability perspective:

- We care for the people we host
- We care for the destinations where our hotels are located
- We care for the planet we all live on

In NH Hotel Group we design and operate eco-efficient and sustainable hotels. Our design and construction teams consider rigorous sustainability standards so that the eco-efficiency variables are included from the initial phase of the project. In the hotel operation, we have a management system to ensure the application of the environmental standards of the company.

Hotel's design

NH Hotel Group is currently the only hotel chain in the world with a manual that includes the environmental requirements that must be applied in the conception, design and construction of hotels or renovations of the Group.

The Hotel Eco-efficient Guide is the cornerstone for sustainable growth, which symbolizes the commitment of the NH Hotel Group and the support towards the transition to a low carbon

economy and contributes to the sustainability of the destinations in which it operates.

This manual contains water and energy saving strategies and sets out guidelines concerning the use of materials and construction in order to ensure that the hotels are more efficient and environmentally friendly.

NH Hotel Group is one of the main companies in the world where preparing and implementing a standard of these characteristics is concerned and its ultimate aim is to make sure that its own new establishments comply with such international sustainability standards as LEED® or BREEAM

Sustainable products

NH Hotel Group offers its customers healthy options, organic food and a range of local products, thus supporting the economy and culture of the destinations in which it operates. In NH Hotel Group we bet for a healthy and organic food, and therefore we have created a new breakfast concept which combines an innovative cuisine, local produce and culinary forefront with everything the body needs.

We focus on local and seasonal products and offer these products in our hotels, always seeking to align innovation and the highest quality with the opportunity to learn the local cuisine.



In our meetings breaks we have incorporated a Green corner which includes unique, healthy and vitamin-rich products that help inspiration and development of the full potential of the meetings of our customers.

Also, we have renewed our customers' preferred amenities. For the selection of the products we have made an analysis of eco-efficiency which guarantees the choice of products that respect the environment as an added factor of product quality.

Green mobility

In 2015, NH Hotel Group has given its approval to a global sustainable mobility standard for the hotels and has increased by 44% the number of hotels that offer sustainable mobility services, like the 112 battery recharge points for electric cars available at 41 hotels.

In addition, since 2010 two innovative initiatives were launch in Europe: The rental of electric motorcycles in the NH Barbizon Palace and our Green mobility launch in NH Frierdrichstrasse. Likewise, 70% of our hotels in Europe have bikes available to our customers.

Carbon footprint

In NH Hotel Group we have a long history in reducing the average carbon footprint of our rooms, which currently stands at 8.7 kg CO₂ * per guest / night. Proof of this is that, since 2008, we have reduced by 40%, meaning we have stopped issuing more than 48 million kg of CO₂ into the atmosphere.

Likewise, NH Hotel Group considers that its activity could directly or indirectly have a positive effect on the environment in the communities where it operates. Therefore, as part of its commitment, eco-friendly meetings have been organised.



This innovative proposal by NH Meetings for company events enables clients to organise carbon neutral meetings, and making up for any impact by supporting sustainable development and climate change projects. Among such projects are the Fuel Switch Project in Brazil, to reduce carbon emissions from the ceramics plants, Fuel Efficient Cookstoves in Uganda and the Kasigau Corridor REDD Project in Kenya, whose aim is to stop the deforestation and forest deterioration.

► <https://www.nh-hotels.fr/hotel/nh-budapest-city> ◀

About the presentation of the hotel

Look at the three “pillars” of sustainability. Study the statements below and decide which pillar category is concerned. Circle one letter in each category:



A - B - C






A - B - C



A - B - C

- A. “Likewise, NH Hotel Group considers that its activity could directly or indirectly have a positive effect on the environment in the communities where it operates.”
- B. “In our meetings breaks we have incorporated a Green corner which includes unique, healthy and vitamin-rich products that help inspiration and development of the full potential of the meetings of our customers.”
- C. “In NH Hotel Group we have a long history in reducing the average carbon footprint of our rooms, which currently stands at 8.7 kg CO2 * per guest / night”

3 Find more key elements about this hotel that illustrates each pillar.

 Environmental	 Social	 Economical

Feedback from customers

This fictitious review is inspired from comments by customers who stayed in the hotel. Read them and answer the questions below.

I stayed in the NH Hotel, Budapest City for four nights on a business trip. I was really pleased to find such a relaxing atmosphere. It wasn't just the background music – the staff all made things seem informal and untroubled.

I had all my evening meals in the hotel restaurant and I thought the menu options made it easy to get variety with mostly organic foods. It's my thing, and I was able to talk to the waiters (and once the chef) about how they source local produce.

They are obviously pretty hot on sustainability – they have their own little book explaining how they are careful not to leave a huge carbon footprint in any department.

Many thanks to everyone there – I had a great stay! **Vanessa J**

Vanessa enjoyed her stay. But what sort of things could the hotel group improve on? Choose one thing below that the NH group is not yet providing.

- A. Bikes for customers
- B. Green corners in meetings
- C. A possibility to support an organization committed to helping young people achieve their potential.
- D. A manual that includes the environmental requirements that must be applied in the conception, design and construction of hotels or renovations

In your opinion which has the biggest carbon footprint?

- A. Electric hair dryers
- B. Laundered roller towels
- C. Paper towels
- D. All of the above have roughly the same footprints

What is the correct term for sources of power like “solar”, “wind”, “water”, “wave” and “tidal”?

- A. Non-renewable energy
- B. Fossil energy
- C. Nuclear energy
- D. Renewable energy

4 Think of a hotel that you stayed in and liked a lot. What could they improve in terms of sustainable development? Write an email with a few suggestions.

Hello,

I have stayed in your hotel recently and really liked it. I am a sustainable development enthusiast and I would love to suggest a few improvements for your hotel.



L'agriturismo Caresa'

Padova, Italy

Food for thought - thoughts on food...

In Italy, in 2017, the average fresh food item travels 1900 kilometres to get to our table. The ecological cost is therefore frequently excessive.

Bearing that in mind, which of the following statements do you agree with?

- A. Local and seasonal constraints make it difficult to find all the ingredients needed to offer exciting menus.
- B. Locally grown food is more expensive and spoils faster because there are frequently no preservatives. This makes it difficult to use them in the catering industry.
- C. When restaurants choose to use locally grown food, there is a benefit to health and the taste of the food benefits.
- D. By selling directly to local consumers farmers can focus on crops and quality, rather than packing, shipping, and shelf-life issues.

Intensive conventional agricultural production in Italy is a high consumer of synthetic nitrogen fertiliser. The excessive use of nitrogen fertilisers is dangerous, as the nitrogen that is not taken up by plants, is largely transformed into nitrate, which pollutes water supplies.

Bearing that in mind, which of the following statements do you agree with?

- A. Organic farming works to increase sustainability, biodiversity, and the promotion of good soil and water quality.
- B. Organic farms are usually small units. This inhibits technological innovation, and capital investment. Their future development is very limited.
- C. Organic farms rely on natural growing practices, crop rotation, and other natural farming methods which avoid the use of harmful chemicals.
- D. Intensive use of synthetic nitrogen fertilisers may lead to short term profits, but it is a long term health risk.
- E. Restaurants can be profitable and socially responsible while choosing to buy locally from organic farms.

In the following statements, which of the following would you agree with?

- A. Organic food can cost a restaurant more than food produced on a large scale. However, surveys show that most consumers are willing to pay more at restaurants that serve organic and locally grown food.
- B. When a restaurant opts for organic products, it supports the local economy by helping local farmers.
- C. The choice of local products is usually too limited to allow chefs to be creative.
- D. Not all products are available locally throughout the year. The menu has to change with the seasons and this may mean that customers become dissatisfied.
- E. Restaurants which buy locally encourage the use of local farmland for farming, thereby keeping industrial development and housing speculation in check. This preserves open spaces and biodiversity.

What is sustainable about 'L'agriturismo Caresa'?

Please read the following text carefully and answer the questions.



The organic farm Caresà was born in 2009 in the province of Padova, it stretches over a surface of 25 acres and is characterized by the home-grown production of vegetables, cereals, fruit and recently eggs, following a biodynamic-organic method, with which they make their traditional dishes. They also have 6 big greenhouses, stables for horses, pigs and chicken. Animals are not raised for food but for the didactic activities organized for the schools nearby. They also have a shop and a restaurant.



The restaurant uses 80% of certified organic food of their own production, and 20% from local producers. In addition, all the wine served comes from local wineries, managed in keeping with the organic method. The oil used is produced by a local oil mill.

The dishes are prepared with care and attention using cooking techniques prone to enhance the products organoleptic characteristics.

In the view of Agriturismo Caresà, Organic Farming means developing a production model that avoids the over-exploitation of natural resources, especially soil, water and air, using such resources instead, within a development model that can last in time.

Chemical fertilisers, herbicides, fungicides, insecticides, pesticides are not used for the management of weeds, but simply ancient and sustainable techniques, such as the hoe, harrows,

and other driven machinery useful to eradicate weeds and air the soil. Finally, they use green manure: a technique that consists in sowing various natural grasses at various stages of the year in order provide nitrogen, contribute to the maintenance of the soil structure, limit erosion, and keep weeds away.



In line with their energy saving policies, they are working on a solar panel construction project.

The owners consider it important to highlight that their philosophy is to have an inclusive “community area” where you can enjoy the local Venetian tastes and drinks.

At the moment the farm has seven members and employs 4 disadvantaged people coming from a situation of social precariousness. The farm wants to be an example of “social farming” which for them means being committed in their territory by:

- Safeguarding the land and its fertility
- Offering concrete and permanent job opportunities to people who otherwise risk to be excluded from society and labour market

We chose to produce organically as an act of responsibility and awareness: working not only to "exploit" the production but also to enhance it, enrich it with vitality and biodiversity, improve the landscape and to bet on and invest in the most effective agronomic techniques leaving the use and abuse of chemical products derived from synthesis and treated seeds apart. ... We believe in networking to strengthen and enrich everyone's path...






In Italy, Organic Farming is an activity which:




- promotes an integrated farming system that strives for sustainability, the enhancement of soil fertility and biological diversity whilst, prohibiting synthetic pesticides, antibiotics, synthetic fertilisers, genetically modified organisms, and growth hormones
- favours the permanence of agricultural producers in rural areas through the integration of company income and the improvement of living condition
- promotes tourism in the countryside, aimed at favouring rural and local development
- promotes the safeguard of the environment
- uses local and home grown typical products
- protects and promotes the traditions and cultural initiatives of the rural world
- develops social and youth tourism

About the presentation of the hotel

Look at the three “pillars” of sustainability. Study the statements below and decide which pillar category is concerned. Circle one letter in each category:

 Environmental A - B - C	 Social A - B - C	 Economical A - B - C
<p>A. The company treats its employees fairly and is a good community member, both locally and globally.</p> <p>B. A business must be profitable but not at any price. Environmental actions should have a positive financial impact.</p> <p>C. The business takes actions to reduce its environmental footprint and preserve the resources for the benefit of future generations.</p>		

Find at least one key element about « Agriturismo Caresà » that illustrates each pillar.

 Environmental	 Social	 Economical

Feedback from customers

These fictitious reviews are inspired from comments written by customers who stayed in the hotel. Read them and react to the statements below.

Last winter, I went to Agriturismo Caresà with my girlfriend. Their menu is based on local products, organically produced, therefore without any chemical fertiliser. What's more, they keep underlining that they are environmental friendly and sustainable. This is charming and very bucolic, BUT I wanted strawberries with cream, which I'm fond of, Instead they told me it was not the right season. To be honest, I was a little bit annoyed as whenever I am having dinner in a restaurant, and I pay for it, I would like to have what I like. Another thing, I do not understand all this exaggeration about the fact of organic farming, I think it is the same as normal crops, and there I would find strawberries. Then they also told me that they are also installing solar panels, but I don't understand what that has to do with eating good food. **Paolo B**

I had dinner at the "Agriturismo Caresà" with my family last July. The people there do a brilliant job in promoting local food and sustainability.

They certainly demonstrate that with their very tasty food from local organic suppliers and the use of seasonal products.

I like my food organic because it means no chemical fertilisers, and it's good for the environment. I think it is also a great investment on our health. At the end of the dinner I felt very well, food was light and delicious.

It was also nice that children could play outside the restaurant and see the animals. All the people working there are very kind and helpful, very motivated and prepared. I fully recommend it to anyone who likes good food! **Teresa F**

Paolo B. does not care about sustainability. Cross out the one reason which does not match his ideas

- A. Paolo prefers to dine in restaurants that do not use the organic method, not worrying about environmental impact
- B. Paolo is not happy if he doesn't find strawberries on the menu when he goes out for dinner
- C. Paolo believes in an eco-sustainable approach and always looks for seasonal products
- D. Paolo says that when he doesn't really see why he should be concerned by solar panels when he eats out.

Teresa F. appreciates sustainability. Here are her reasons, only one does not match her ideas - cross it out

- A. Serving seasonal organic food is important - as well as energy saving
- B. At Caresà people think that their sustainable choices must be transmitted above all by giving concrete visibility to their eco-sustainable efforts
- C. The Agriturismo Caresà aims to please only customers who are convinced in the benefit of organic farming - those who do not believe in it should not go there
- D. Sustainability also means the quality of the food offered to the guest is guaranteed

Which of these two customers already knows about sustainability issues?

- Paolo
- Teresa

Sustainability can definitely be an advantage for a business

- I agree
- I don't think so

Imagine that you work for Agriturismo Caresà. Write a reply to Teresa F. and Paolo B.

Dear Teresa,

Dear Paolo B,



Imperia Hotel

Jesolo Venezia, Italy

Food for thought, thoughts on waste

What is your reaction to this information?

The percentage of water waste in Italy in the tourism sector represents 32%, against 6.5% in Germany and 15.5% in the UK.

- A. Italy is a country which is rich in water resources. There is therefore no reason to worry about saving water because there will always be plenty
- B. The first priority of the hotels and restaurants should be to increase their profit and facilities so that they can contribute to the economy of our country where tourism is a driving force; it should be up to the other economic sectors to be more conscious about environmental issues
- C. If water pressure reducers were installed in all hotels, we could significantly save on water

What is your reaction to this information?

Eurostat has recently published interesting data on waste recycling. Italy is one of the top countries with 76.9% of urban, industrial and other waste recycled. The EU average is 37%.

- A. It makes no sense to recycle waste: in the end, garbage all ends up in the same place
- B. Recycling is a great benefit to the environment. It also helps save money and create new jobs
- C. Most recycling - paper, plastic, glass - costs more to collect, sort and reuse than it does to landfill and make new products

What is your reaction to this information?

Fifteen trees, 440,000 litres of water and 7,600 kWh of electricity are needed to produce a ton of paper. Instead, you only need 1,800 litres of water and 2,700 kWh of electricity to produce a ton of recycled paper - and, above all no trees are cut down.

- A. Recycled paper requires no trees to produce. Trees left standing pull carbon out of the air, which is one way to reduce the impact of industrial CO² emissions.
- B. Recycling paper is not cost effective. Moreover, it puts forestry workers out of a job
- C. Forests are a renewable resource
- D. Many forests around the world are left unused. They could be converted into some more beneficial agricultural activity

What is sustainable about the **Imperia Hotel**?

Please read the following text carefully and answer the questions.



Imperia Hotel was founded in 1979 in Jesolo (Province of Venice) and is currently one of the 6 Certified Eco-Label Hotels in Jesolo (Venice), the first ones to obtain the Eco-Label certification in Italy for a Tourist-Accommodation facility in 2005, following the guidelines set by the Rio De Janeiro Conference (Eco '92).

"what is done, can be done well, with the right people". And this brings undeniable advantages both environmentally and in terms of profitability.

The managers of the main sectors of the Hotel have been working with the owner for over 35 years, and they became leaders and examples of eco-sustainable behaviour. The real goal - he explained during the interview - is to let the client feel that you have this form of Respect.

These are the words of the owner, Mr. Angelo Faloppa, who was among the first people in Italy to found in the 80's, the Environmental Movement: "Jesolo for the environment", with other 110 Tourist Accommodation Facilities in Jesolo.

In the owner's words, the passion for the environment arises from the awareness that

Hotel Imperia makes a stand for:

- Water saving - through pressure reducers and water softeners installed everywhere to remove scale;
- Energy saving - Writing paper, envelopes, brochures are made with recycled paper. Purchases exclusively made with recyclable packaging;
- Recycling of waste - with great commitment and involvement of the staff working in the hotel, especially of the hotel cleaning staff on the floors.

The Hotel Mission, linked to the topics of “Environmental Protection and Sustainability”, involves anyone who is hosted in the Hotel, including internal staff and guests.

Hotel's Guests are informed on the environmental policy of the hotel. In their rooms, guests can find a brochure with information about the correct behaviour to have in the structure. Everything is based on the close collaboration between the hotel and its guests, on the principle of fair sharing of our “Eco-Responsibilities”.

Guests are also asked to fill in a questionnaire to let the Management know what their perception of environment protection is.

Some details about Imperial Hotel...

The products served at the restaurant are exclusively km 0, organic and biodynamic. Our waiters are trained to create, or increase, the awareness and culture relating to the advantages of the use of local produce. This is achieved both in terms of personal health benefits and economising through energy saving – and our guests are willing participants.

The wine served is exclusively local organic wine – our waiters are ready to explain the reason why it is bio-sustainable, listing all the health benefits for hotel guests.

The use of bicycles is encouraged as an alternative means of transport, through free loan at the hotel. Electric bicycles are recharged with solar panels (with number of calories burnt and CO2 not returned to the atmosphere).

▶ <https://www.hotelimperia.com> ◀

About the presentation of the hotel

Look at the three “pillars” of sustainability. Study the statements below and decide which pillar category is concerned. Circle one letter in each category:



Environmental

A - B - C



Social

A - B - C






Economical

A - B - C

- A. A sustainable business should have the support and approval of its employees, customers. It has an interest in the community it operates in. The company treats its employees fairly and is a good community member, both locally and globally
- B. A business must be profitable but not at any price and therefore should respect the environment and contributes to preserving our planet by taking actions. These environmental actions have a positive financial impact.
- C. The business takes actions in favour of the environment to reduce the environmental footprint of the company and preserve the resources for the benefit of future generations. It contributes to planet's preservation

Find at least one key element about this hotel that illustrates each pillar.

 Environmental	 Social	 Economical

Feedback from customers

These fictitious reviews are inspired by comments left by customers who stayed in the hotel. Read them and answer the question below.

Last summer, in July I was at the Imperia Hotel with my family. I found them very attentive to the environmental aspects. It seems that their motto is always, “recycle” and “do not waste”...but I actually prefer the non-recycled paper. All those bins for recycling everything sometimes annoyed me. In the end I never knew where to throw even a paper of ice cream. I had always to think on which was the right wastebasket... When I am on holiday, I do not want to think about anything. Even in the room I found a brochure where there was a list of sustainable behaviour and a questionnaire to fill in... In any case I did it... something was true... But saving water seemed to be a nightmare. They’re always giving you advice on how you can contribute to this...In my opinion, in Italy we do not have any problems related to water, because we have enough, so I do not understand why customers who pay to be on holiday, should be bothered with all these things. For the rest, great food and always very kind service.

Alberto B

* Fictitious comments...

I stayed at the Imperia Hotel with my partner last August. I particularly appreciated the welcome and the helpful attitudes of the staff. The service was really good and the food was excellent. I’m sure it was very healthy – they explained how they were only using products coming from the surrounding area. The suggested menus were always linked to local recipes using seasonal products. The room was very comfortable and clean. It was extraordinary to find an informative brochure explaining in detail all the eco-sustainable aspects the Hotel encourages. It was very clear and at the same time not imposing the hotel’s views. I think it must have been interesting reading even for guests who aren’t interested in these environmental issues. I believe that staying in an “Eco-Label” Hotel, like this one, would be very useful for everyone: to fully understand the benefits we could have if everyone were more attentive to the environment.

Daniela F

Alberto B. does not care about sustainability. Cross out the one statement which does not match his ideas

- A. Alberto prefers non-recycled paper, not worrying about the risk of deforestation
- B. Alberto hates having to think about how to dispose of waste
- C. Alberto believes in the eco-sustainable approach
- D. Alberto hates having to be careful to save water, because he says that in Italy there will always be plenty of it

Daniela F. appreciates sustainability. Cross out the one statement which does not match her ideas.

- A. Seasonal organic food is very important as well as water and energy savings
- B. The Imperia Hotel tries to transmit to guests its eco-sustainable choices
- C. The Imperia Hotel is only for clients who are interested in environmental issues. Those who aren't worried about sustainability should not stay there
- D. Sustainability implies a better quality of life for the guest and promotes customer satisfaction.

Which of these two customers is sensitive towards sustainability issues?

- Alberto
- Daniela

Sustainability can definitely be an advantage for a business

- I agree
- I don't think so

Reply to these customers.

Dear Alberto,	Dear Daniela,
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