Sustainability:
From Add-on to Imperative

15-Feb-2018

San Diego Chapter Meeting

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GLOBAL BUSINESS TRAVEL ASSOCIATION

Presenter

Dr. Aurora Dawn Reinke, ISHC, ISSP-SA

- **Founder, Astrapto**
- **Member, GBTA Sustainability Committee**
- **Chair, Global Sustainable Tourism Council's Business Travel Working Group**
- **Member, Events Industry Council APEX/ASTM (green meeting standards) Redesign Taskforce**



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Agenda

Sustainability: Setting the stage and building a business case

Discovering sustainability and corporate responsibility at your company/client

- Large / publicly-traded company
- Small and medium sized / private company

Position the travel program as a strategic element

Basics on building a business case and getting started

- The GBTA Self-Assessment Tool
- Leveraging the GBTA RFP templates

Q & A

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Sustainability: Setting the stage and building a business case

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sustainability
Sustainability


Sustainability
sustainability

Corporate Social Responsibility

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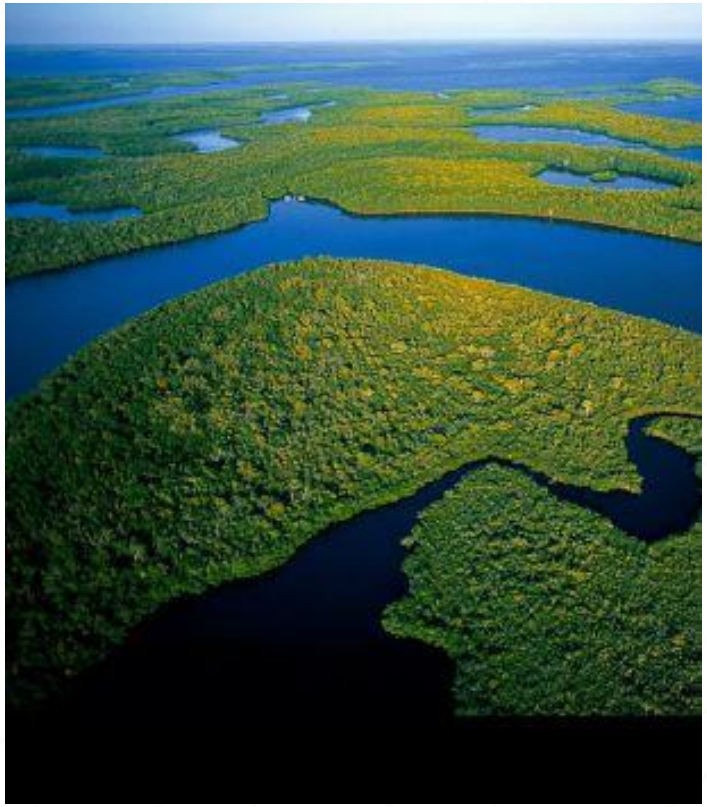
Triple Bottom Line

People	Equity
Planet	Environment
€ £ $ ¥	Economy

Who owns these?









Who pays when this happens?

The Tragedy of the Commons



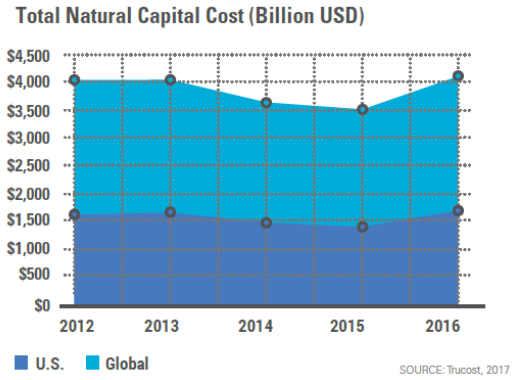




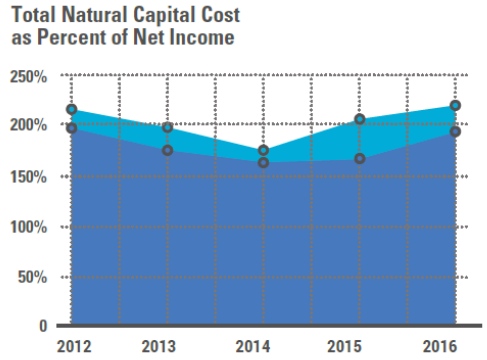


Natural Capital

COMPANIES' NATURAL CAPITAL COST EXCEEDS $4.1 TRILLION FOR FIRST TIME



COMPANIES' ENVIRONMENTAL COSTS ARE MUCH HIGHER THAN THEIR NET INCOME



"Natural capital" refers to the limited stock of the Earth's natural resources upon which people and businesses depend for prosperity, security and well-being. It includes things such as clean air and water, land, soil, biodiversity and geological resources. The total value of natural capital to society globally has been estimated to be up to $72 trillion per year according to the United Nations Environment Programme.

Natural capital costs and environmental impact data, as measured by Trucost, combine hundreds of environmental indicators related to the resources consumed to create goods or services sold, as well as the pollution and waste impacts related to the production of those goods and services, both within a company's own operations and throughout its value chain. A full description of Trucost's methodology is available on page 75.

of increased regulations or new carbon taxes, their profit would be greatly at risk. The natural capital cost generated by the largest 1,200 companies in the world is nearly two times higher than their net income.

For most of the sectors, much of this cost is embedded in their supply chain. On average, 79 percent of company impacts are in their supply chain. For this reason, measuring impacts from goods and services purchased by companies is essential in understanding their natural capital costs and exposure to environmental regulation and policy risks.

Among all types of environmental impacts, the largest contributors are fertilizer-related nutrient and organic pollutants (33 percent) and greenhouse gas emissions (31 percent), followed by water use (18 percent) and heavy metal pollution (7 percent). Nutrient and organic pollutants were the greatest type of impact in 2016 because of the impact of fertilizer and pesticide use in agriculture supply chains where production

Source: GreenBiz 2018 State of Green Business

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Operating Efficiency
Customer Acquisition
Risk Mitigation & Compliance
Employee Engagement



300-room Hotel example:

- 480 50-watt halogen lamps replaced with 7-watt LED lamps
- Savings: 180,806kWh ($21,969)
- Installation investment: $18,720
- Payback in less than 1 year!



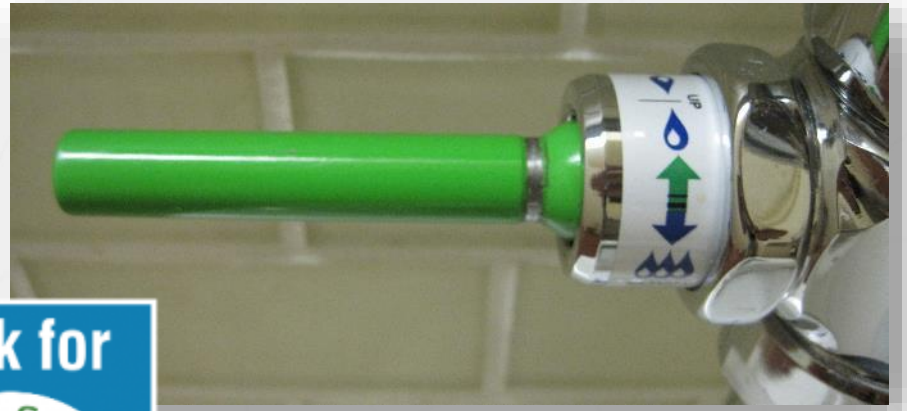
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ENERGY STAR

- Operating Efficiency
- Customer Acquisition
- Risk Mitigation & Compliance
- Employee Engagement

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look for WaterSense Meets EPA Criteria

xeros BEAD CLEANING



- Operating Efficiency
- Customer Acquisition
- Risk Mitigation & Compliance
- Employee Engagement

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LOHAS

Lifestyles Of Health And Sustainability

Trends:

- Wellness programs
- Allergy-friendly rooms
- Electric Vehicle Charging Stations
- Farm-to-Table cuisine
- Buy Local
- In-room fitness

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Operating Efficiency

Customer Acquisition

Risk Mitigation & Compliance

Employee Engagement

They have a card stating how environment friendly they are. BUT-- there are no recycling containers anywhere. I hung up my towel to reuse-- she took it after one day anyway.



Growing Recognition of Eco-labels

The Green Key

tripadvisor

greenleaders

GREEN KEY GLOBAL

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SASB

GRESB



- Operating Efficiency
- Customer Acquisition
- Risk Mitigation & Compliance
- Employee Engagement

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Operating Efficiency

Customer Acquisition

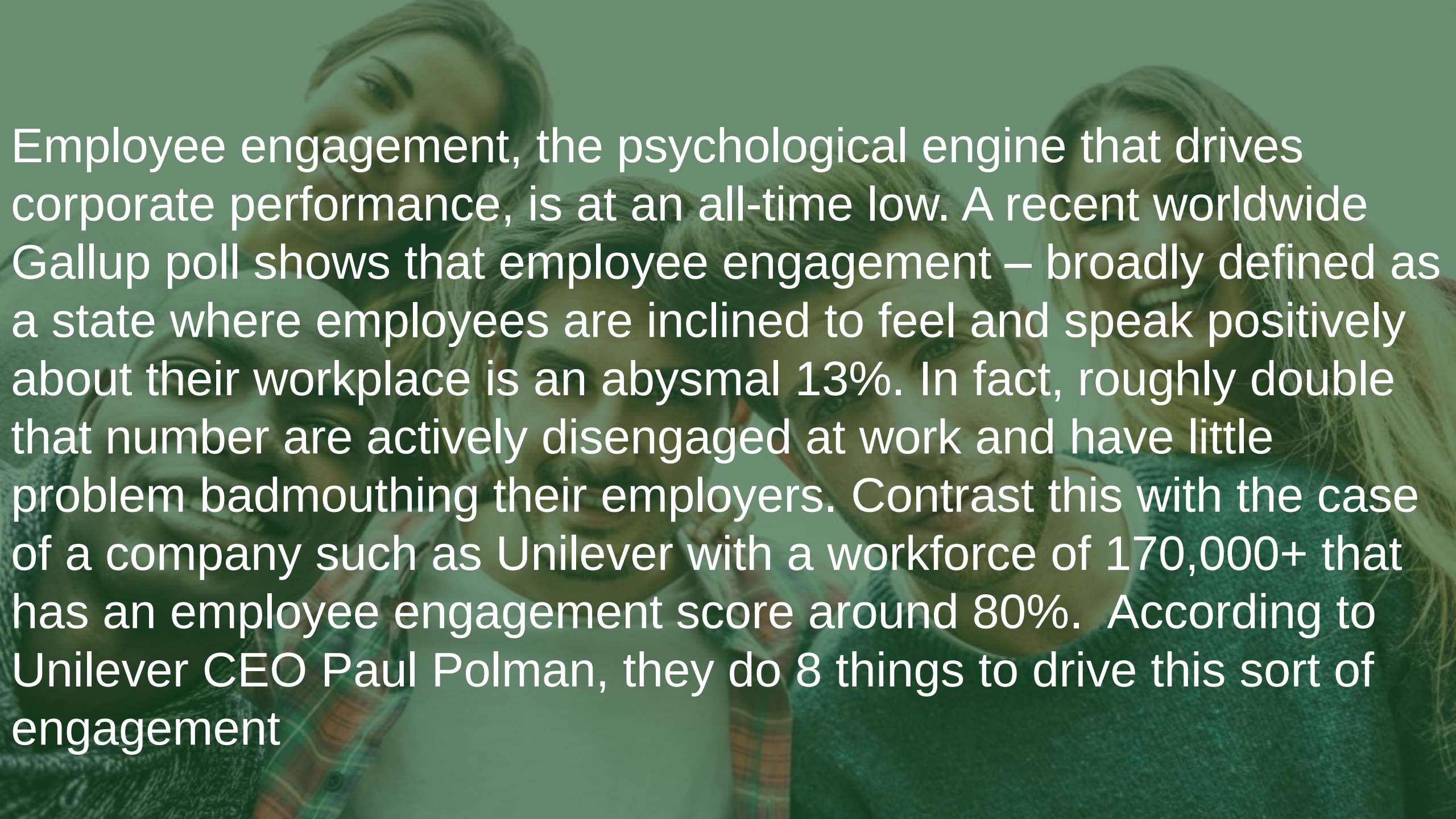
Risk Mitigation & Compliance

Employee Engagement



52% of millennials look for opportunities to help their company become more sustainable; 67% feel they have enough influence in their workplace to make an impact on matters such as sustainability.

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Employee engagement, the psychological engine that drives corporate performance, is at an all-time low. A recent worldwide Gallup poll shows that employee engagement – broadly defined as a state where employees are inclined to feel and speak positively about their workplace is an abysmal 13%. In fact, roughly double that number are actively disengaged at work and have little problem badmouthing their employers. Contrast this with the case of a company such as Unilever with a workforce of 170,000+ that has an employee engagement score around 80%. According to Unilever CEO Paul Polman, they do 8 things to drive this sort of engagement

What is Unilever doing to drive 80% employee engagement?

Define the company's long-term purpose.

Spell out the economic case for sustainability.

Create sustainable knowledge and competence.

Make every employee a sustainability champion.

Co-create sustainable practices with employees.

Encourage healthy competition among employees.

Make sustainability visible inside and outside the company.

Showcase the higher purpose by creating transformational change.

Average Employee Engagement = 13%

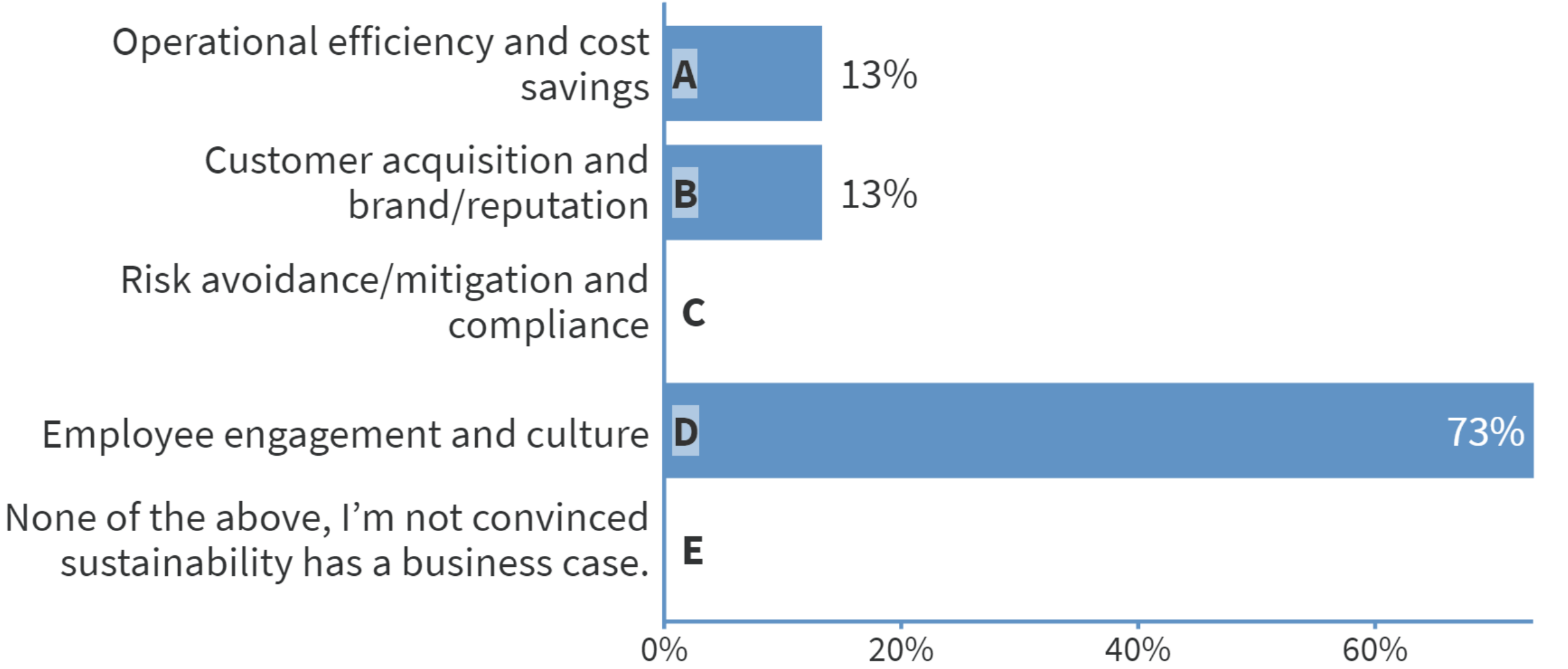
What do *you* think?

Take out your devices
Either text AURORAREINKE to 37607
or go to PollEv.com/aurorareinke

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Which of the 4 business cases do you think is most compelling?

Respond at **PollEv.com/aurorareinke** Text **AURORAREINKE** to **37607** once to join, then **A, B, C, D, or E**



Discovering sustainability and corporate responsibility at your company/client

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How do you know…?

Which sustainability business case elements are important?

What your company's/clients' corporate responsibility goals are?

Where to find out about sustainability and corporate responsibility at my company/client?

Who to talk to about social and environmental priorities and initiatives?

It depends… Two scenarios

Large, publicly traded company



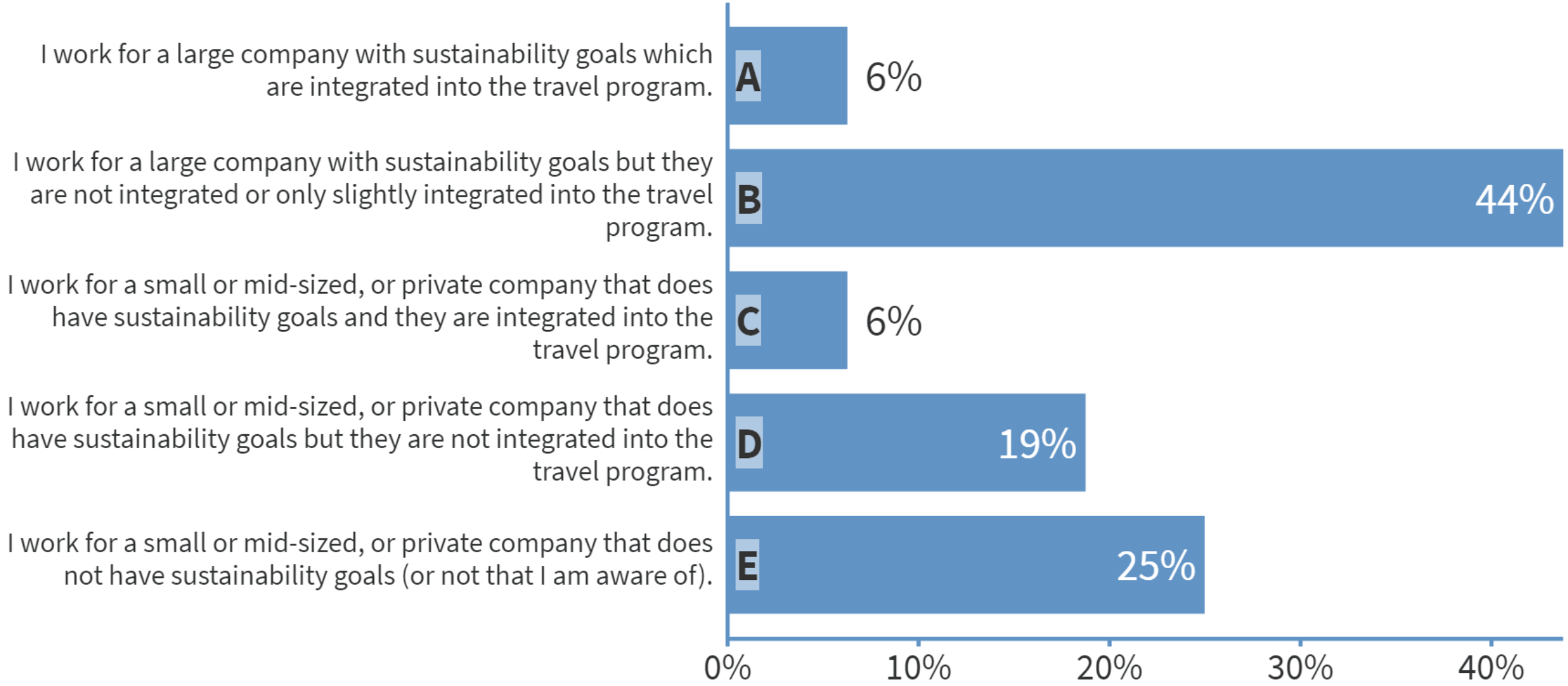
Small-medium sized or private business



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Which of the following best describes you (or your primary clients)?

Respond at **PollEv.com/aurorareinke** Text **AURORAREINKE** to **37607** once to join, then **A, B, C, D, or E**



Large Company Example: Kohl's

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DRIVE RESULTS

EMISSIONS MEASUREMENTS (metric tons carbon – calendar year data)

	Scope 1	Scope 2	Scope 3	Total emissions	Per 1,000 sq ft building space	Number of stores operating*	Normalized emissions per 1,000 sq ft*
2016	**39,005**	**769,179**	**7,987**	**816,171**	**117,528**	**1,154**	**6.94**
2015	35,424	753,379	8,941	797,744	117,599	1,166	6.78
2014	40,510	767,718	8,983	817,211	117,208	1,163	6.97
2013	35,580	832,433	6,684	874,697	116,972	1,158	7.48
2012	22,784	866,703	8,330	897,817	115,965	1,146	7.74
2011	27,722	855,355	7,918	890,995	111,900	1,127	7.96
2010	27,062	832,519	6,369	865,950	109,088	1,089	7.94

*Calendar year calculations are based on 1,154 stores, the final calendar year number.

EMISSIONS REDUCTIONS AND CARBON OFFSETS (metric tons carbon – calendar year data)

	Total emissions	Reductions carbon offsets**	Emissions reduction renewable energy credits (RECs)***	Total reductions
2016	**816,171**	**41,000**	**1,116,063**	**1,157,063**
2015	797,744	35,424	1,117,124	1,152,548
2014	817,211	40,510	1,115,520	1,156,030
2013	874,697	35,580	1,199,532	1,235,112
2012	897,817	33,000	1,193,532	1,226,532
2011	890,995	33,000	1,108,961	1,141,961

*All calendar year calculations are based on 1,154 stores, the final calendar year number.

**These Verified Emission Reduction Certificates for Scope 1 Emissions come from our Denton, Texas Landfill Gas mitigation project.

***RECs are converted to MTCE by calculating the MTCE for CO2, CH4 and N20. Kohl's uses the EPA's Climate Leaders GHG Inventory Protocol optional Modules Methodology, using national average emissions factors.

Renewable Energy

Kohl's continues to evaluate on- and off-site renewable energy opportunities based on state and local government support, ownership or leasing options, and projected cost savings. From 2007 to 2014, our approach to renewable energy focused on on-site, rooftop solar energy opportunities. With 163 solar arrays, we are one of the largest hosts of solar electricity in North America. Each array can provide between 20 and 50 percent of a store's energy needs. In addition to solar, Kohl's hosts two wind turbines – one at our Findlay, Ohio, distribution center and one at our Corpus Christi, Texas, store.

Since 2015, Kohl's has been exploring opportunities to invest in off-site solar and wind energy installations. These projects deepen Kohl's commitment to supporting renewable energy development through cost-effective, larger-scale projects, while continuing to help offset our energy use.

We are also an active member of the EPA's Green Power Partnership, a program dedicated to encouraging the use of renewable and more sustainable sources of energy. Since 2009, we have ranked first on the Green Power Partnership Top 30 Retail list. We were also honored to again receive an award for Sustained Excellence, recognizing our continued leadership in advancing green power development.

TOWARD NET ZERO EMISSIONS

We are proud to be one of the first retailers in the U.S. to achieve net zero U.S. emissions in our operations, including all of our stores, distribution centers and corporate offices, as well as all associated business travel. We first achieved this status in 2010. In 2016, we secured RECs totaling approximately 1.43 billion kWh, resulting in the offset of 1,157,063 metric tons of carbon. This includes approximately 29.0 million kWh from generation of solar power where Kohl's retains or owns the RECs.

Tracking business travel emissions

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BUILD GREAT TEAMS

Taking Care of Our Associates: Appreciation and Recognition at Kohl's

Our goals include building a culture where Associates feel valued so they are inspired to continuously achieve Greatness. To do this, we offer benefits that support all aspects of their total well-being, including health, financial, community, career and social benefits so that they can design a life they love. We also recognize and celebrate Greatness, creating a culture of appreciation.

WELLNESS CENTERS

Kohl's more than doubled the number of Wellness Centers for Associates, expanding to 13 locations from six. In an effort to improve access to and the use of quality, evidence-based health care, Kohl's has added Wellness Centers to seven Distribution Centers and E-Commerce Fulfillment Centers located across the country. Our Wellness Centers are designed to support total well-being and offer Kohl's Associates and their families treatment of routine illnesses, preventive exams, lab services, physical therapy, health coaching and more. Our Wellness Centers are staffed by a range of medical professionals from physicians and nurse practitioners to physical therapists and registered nurses, dedicated to providing compassionate, individualized care tailored to their specific needs. More than 30,000 visits were made to these locations in 2016.

ON-SITE HEALTH SOLUTIONS

In 2016, Kohl's provided free flu vaccinations at all of our Wellness Centers, Distribution Centers and E-Fulfillment Centers, as well as a few of our Corporate offsite locations. A voucher for a no-cost flu shot was additionally provided to select Store Associates that allowed them to receive the vaccination at a retail convenience clinic.

HEALTHY REWARDS

Healthy Rewards is just one aspect of Design a Life You Love, a program that provides a financial incentive for Associates and their spouses or same-sex domestic partners who are enrolled in a Kohl's medical plan to "know their numbers" and take greater ownership of their personal health. Individuals who complete a well-being assessment and health screening are eligible for a medical premium credit, which reduces their paycheck costs for Kohl's medical coverage. The program is free and confidential for all Associates, not only those enrolled in our health plan.

EMPLOYEE ASSISTANCE PROGRAM

Designed to help Associates address all of the goals and challenges that may come their way, our comprehensive Employee Assistance Program (EAP) goes beyond traditional models. Not only do we offer all Associates access to confidential in-person, phone or online counseling, we also provide a variety of work-life resources such as access to certified financial planners, help locating care providers, guidance in navigating the college search process, financial assistance for ongoing education and 24-hour access to legal guidance for personal matters. If an Associate needs extra help planning a family vacation or making a major purchase, we have the resources to help.

Additionally, at our Distribution Centers, E-Commerce Fulfillment Centers and Credit Services Operation Centers, our On-Site Life Solutions offers an even more personalized approach. As part of our on-site program, Associates have in-person access to a dedicated work-life professional who can provide support for a wide variety of personal concerns and work-life issues, and help connect our Associates with local community resources to find solutions that work for them. In 2016, our Associates had more than 11,000 interactions with an on-site provider.

KOHL'S VOLUNTEER PROGRAM

Associate engagement means giving back to the communities we serve in a meaningful way by supporting volunteer events that matter to our customers and Associates. In 2016, 100 percent of Kohl's locations participated in Kohl's **volunteer program**.

In 2016, 37 percent of our Associates volunteered with thousands of eligible 501(c)(3) organizations that matter most to them, not limited to youth-serving organizations. This volunteer participation is up from 34 percent in 2015. Kohl's will continue to engage Associates through an enhanced system and event experience that makes it even more compelling to give back to our local communities.

ASSOCIATE APPRECIATION

At all levels of the company, we encourage Associates to recognize and celebrate the Greatness of their teams and colleagues. In doing so, we create a culture of appreciation in which teams are valued, supported and recognized.

We celebrate successes both big and small, from everyday contributions to major achievements, and take the time to acknowledge important personal life events. In 2016, our online tool and mobile app enabled Kohl's Associates to send more than 500,000 e-recognitions to their colleagues.

This commitment to recognition and appreciation runs through all levels of our organization and is championed by our CEO with the annual Chairman's Award. The Chairman's Award allows senior leaders the opportunity to reflect on great wins and collectively celebrate those successes. This prestigious honor is designed to recognize a store or project team that has gone above and beyond to bring the Greatness Agenda to life by living our Values and delivering excellence in Leadership Behaviors.

Additionally, we believe in the importance of taking time to celebrate our successes as a team. Each year, the entire organization takes part in our annual Summer of Greatness and Associate Appreciation Week, where we make the time to celebrate our accomplishments and show our appreciation for one another. Associates shared their favorite moments from the Summer of Greatness on social media with #LifeAtKohls.

Focus on Wellness

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OUR COMMITMENT TO ACTING WITH **INTEGRITY**

Alliance for Bangladesh Worker Safety

Kohl's is a founding member of the **Alliance for Bangladesh Worker Safety**, formed in July 2013. The Alliance is focused on protecting and empowering workers, and elevating fire and building safety in Bangladeshi garment factories. To date, the Alliance has:

- Developed and adopted a common safety standard to harmonize with other initiatives
- Completed structural, electrical and fire safety inspections of all Alliance factories
- Provided basic fire training for nearly 1.3 million factory workers and specialized training for more than 22,000 security guards in Alliance factories
- Provided refresher fire safety training to more than one million workers
- Established a team of technical experts and remediation case managers in Bangladesh
- Driven tremendous progress in Bangladesh worker safety through factory worker and management training initiatives, and via factory inspections and remediation monitoring efforts during its first three years of operation
- Implemented a worker helpline in more than 840 factories for more than 1.2 million workers to confidentially share safety concerns without fear of retaliation
- Launched democratically-elected safety committees comprised of both workers and management in more than 130 factories providing Safety Committee access to nearly 100,000 workers



Uzbekistan Cotton

We do not knowingly carry products that use cotton originating from any country that condones the use of child and/or forced labor. We do not source any private or exclusive brand products from Uzbekistan and, to the best of our knowledge, cotton from Uzbekistan is not used in goods produced for us in other countries. Until we are convinced that forced child labor is not being used to produce cotton in Uzbekistan, we specifically prohibit the use of Uzbekistan cotton in the manufacture of merchandise intended for sale in our stores. View the **Kohl's Policy on Uzbekistan Cotton** for further details.



Interest in human rights

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Small-Medium/Private Business
A Typical Scenario

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Small-medium or private business

For medium and small companies

- Likely not built into travel program
- CSR/sustainability goals and priorities can be found
  - Sometimes on website
  - In conversations or focus group with executives/champions
  - Thru brief survey
- Align with a goal/priority that can be easily identified as relevant to travel

Find out…

The company’s values

Charitable causes supported

Volunteer events popular among employees

Risks most managed and discussed

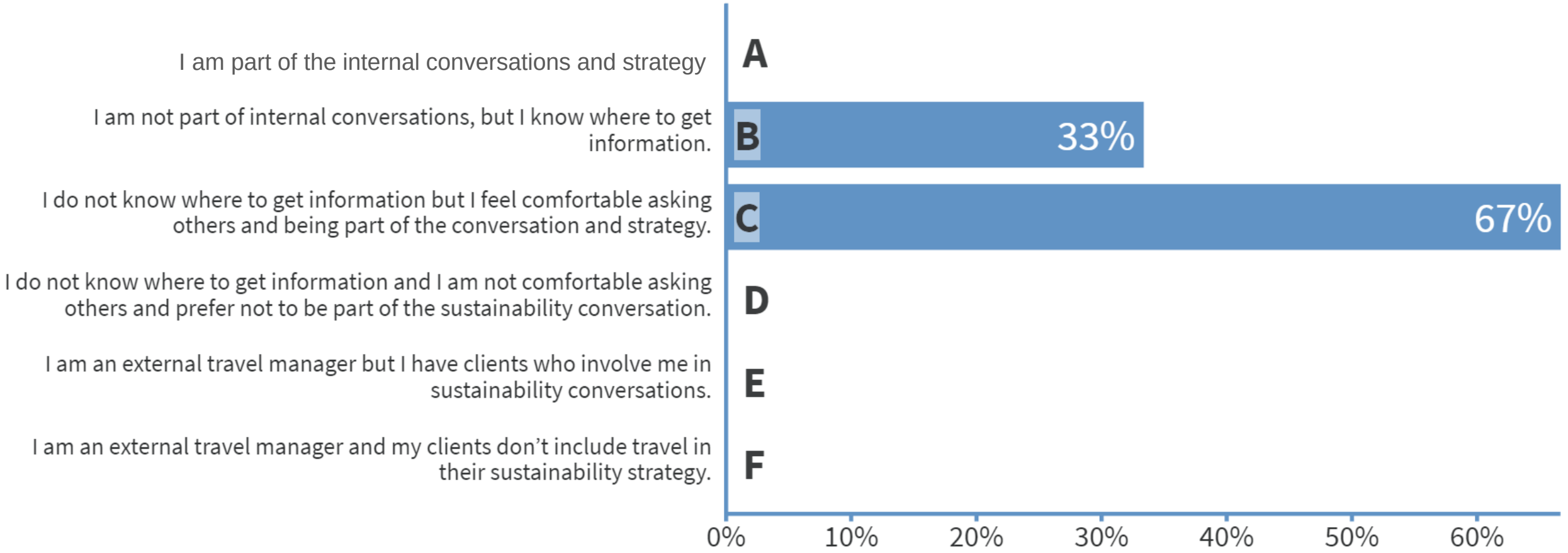
Regulation and compliance expectations

Customers’ social and environmental priorities



Which of the following is most true for you regarding your company's sustainability goals and programs?

Respond at **PollEv.com/aurorareinke** Text **AURORAREINKE** to **37607** once to join, then **A, B, C, D, E...**



Position the travel program as a strategic element

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Value/Benefits

Supports the business mission

Uplifts the travel industry

Drives results in environmental performance

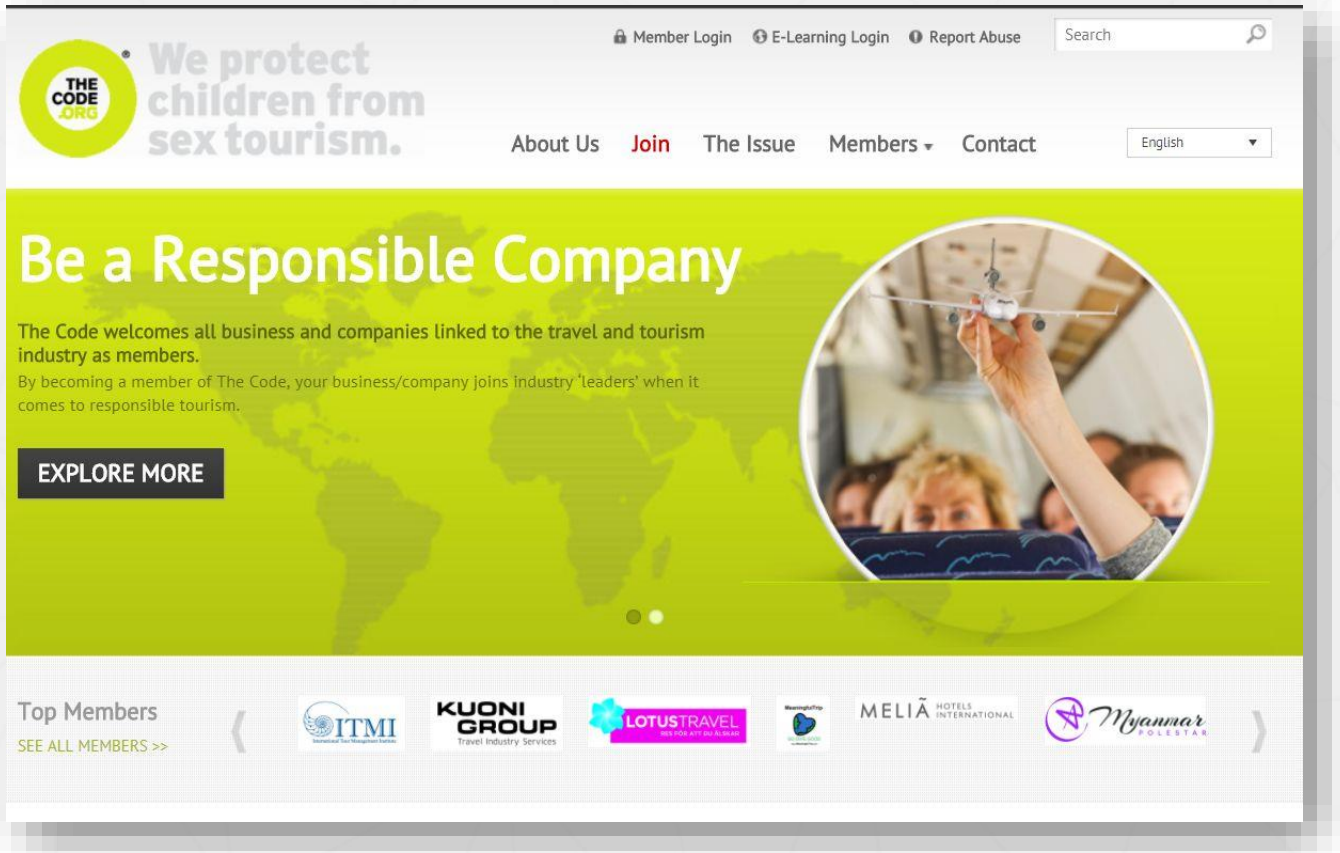
Improves corporate culture

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Value/Benefit:
Supports the Business Mission



Value/Benefit:
Uplifts the Travel Industry





ECPAT USA

ENDING CHILD SLAVERY AT THE SOURCE

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Value/Benefit: Environmental Results

greenlodgingnews

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NEWS & FEATURES SUSTAINABILITY

Expedia Combats Economic Inequality & Climate Change Together

By **Expedia, Inc.** - August 14, 2017 240 0

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OAKLAND, CALIF.—To reduce global economic inequality along with greenhouse gas emissions from its corporate travel, travel industry leader Expedia, Inc. has invested in four community-owned carbon offset projects from the nonprofit Carbon Offsets to Alleviate Poverty (COTAP.org).

COTAP's carbon offset projects counteract emissions through tree planting, agroforestry and forest protection in areas where incomes are less than $2 per day. They are certified under Plan Vivo, the world's longest-standing voluntary standard for forest carbon, which requires rural communities own their offset projects and that they receive at least 60 percent of all carbon revenues.

Airlines will consume a quarter of the world's carbon budget by 2050

Madeleine Cuff
Monday, August 7, 2017 - 1:30am

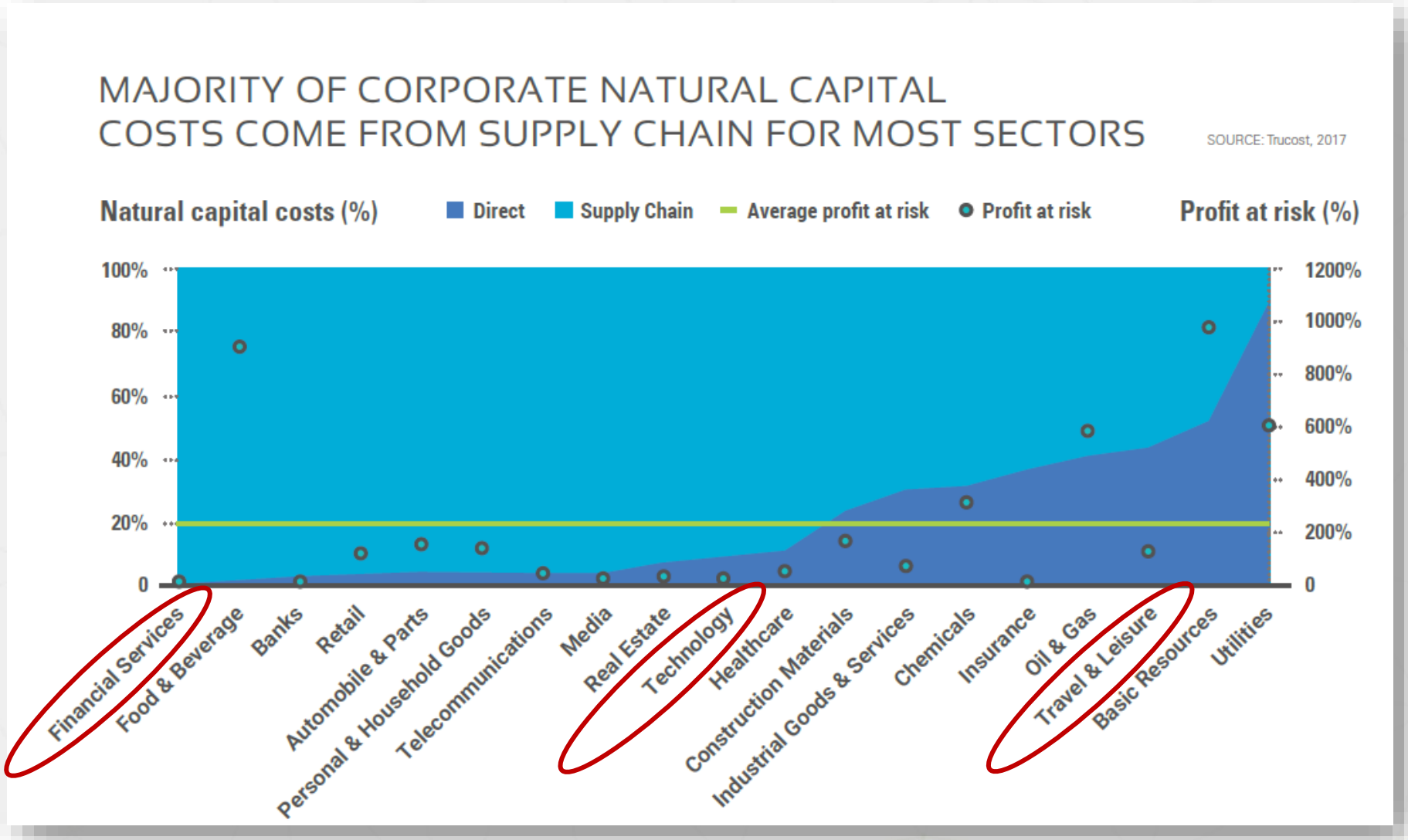


than 18 percent of the world's population has stepped foot on an airplane. Air travel is still, ll intents and purposes, an activity only the privileged few have the luxury to enjoy.

that's all about to change, warned John Mandyck, chief sustainability officer at United

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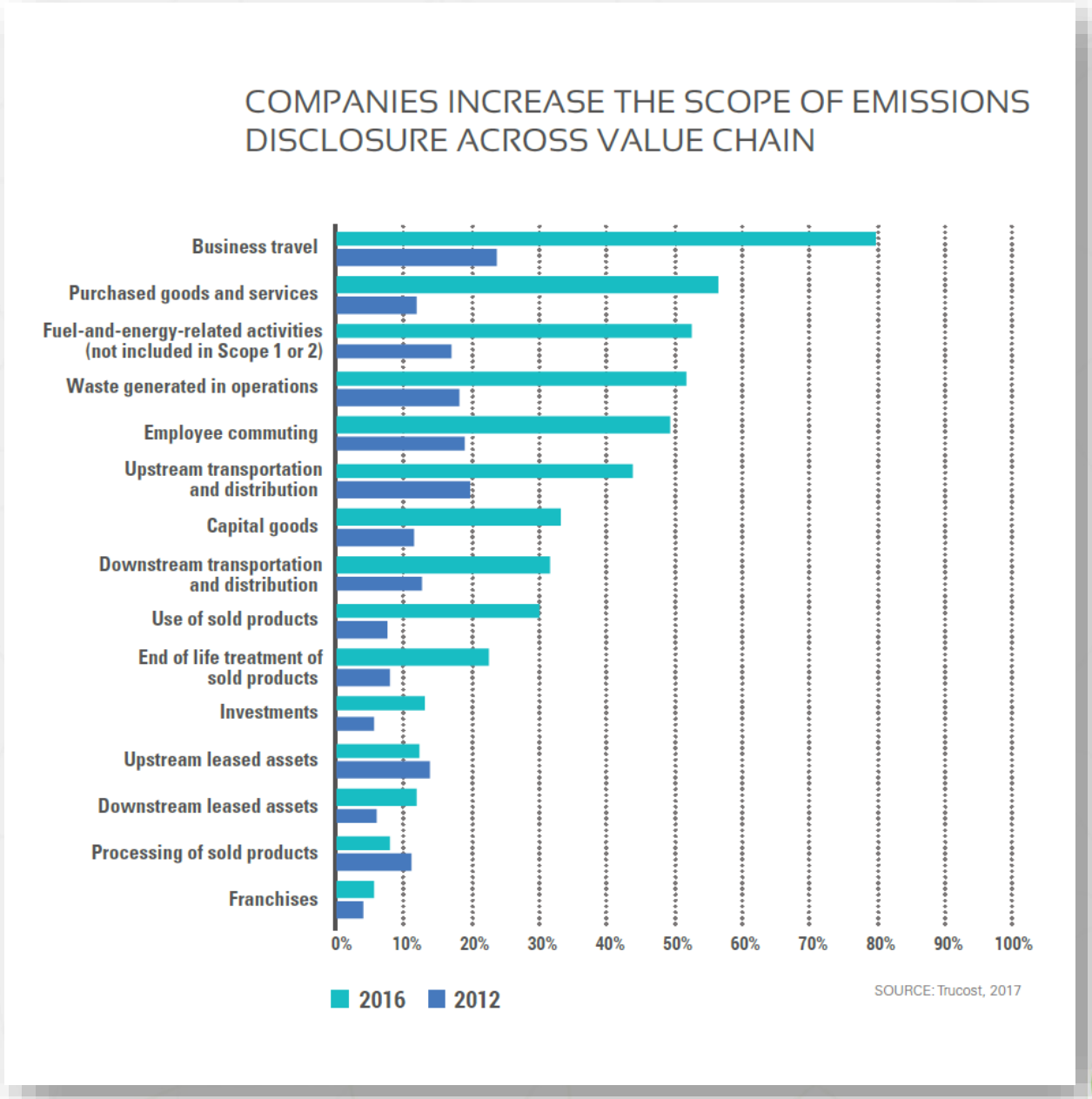
Manage Supply Chain Risk



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Source: GreenBiz 2018 State of Green Business

Big jump in business travel reporting



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Source: GreenBiz 2018 State of Green Business

Value/Benefit: Improves Corporate Culture



Wellness Focus:

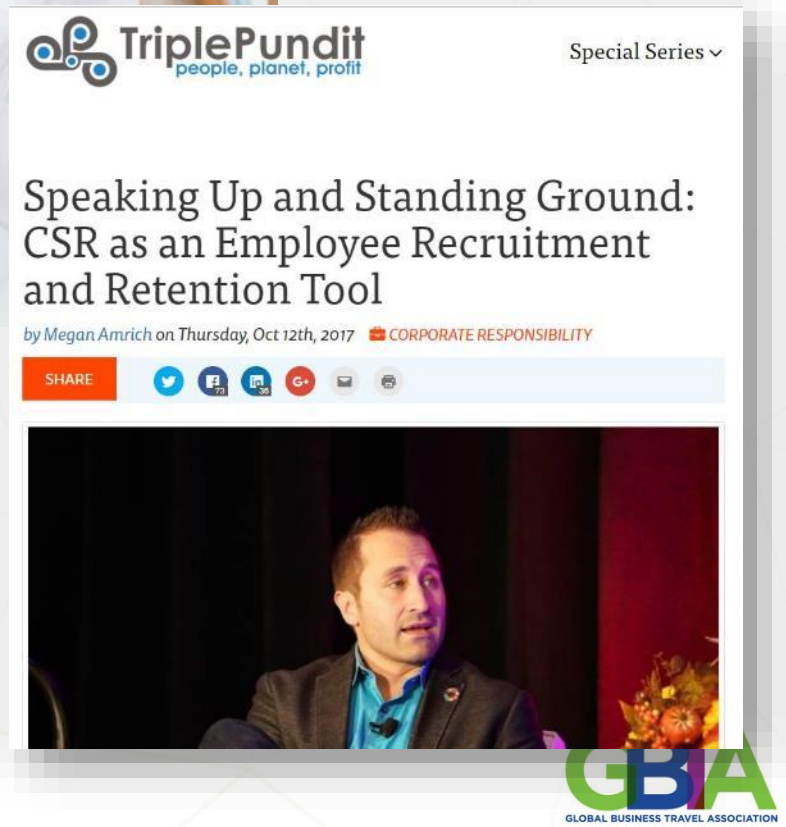
31% increase in enquiries about work-life balance

What “wellness” or “balance” mean for your travelers?

Retention/Engagement Focus:

79% say business travel experience impacts their overall job satisfaction at least somewhat

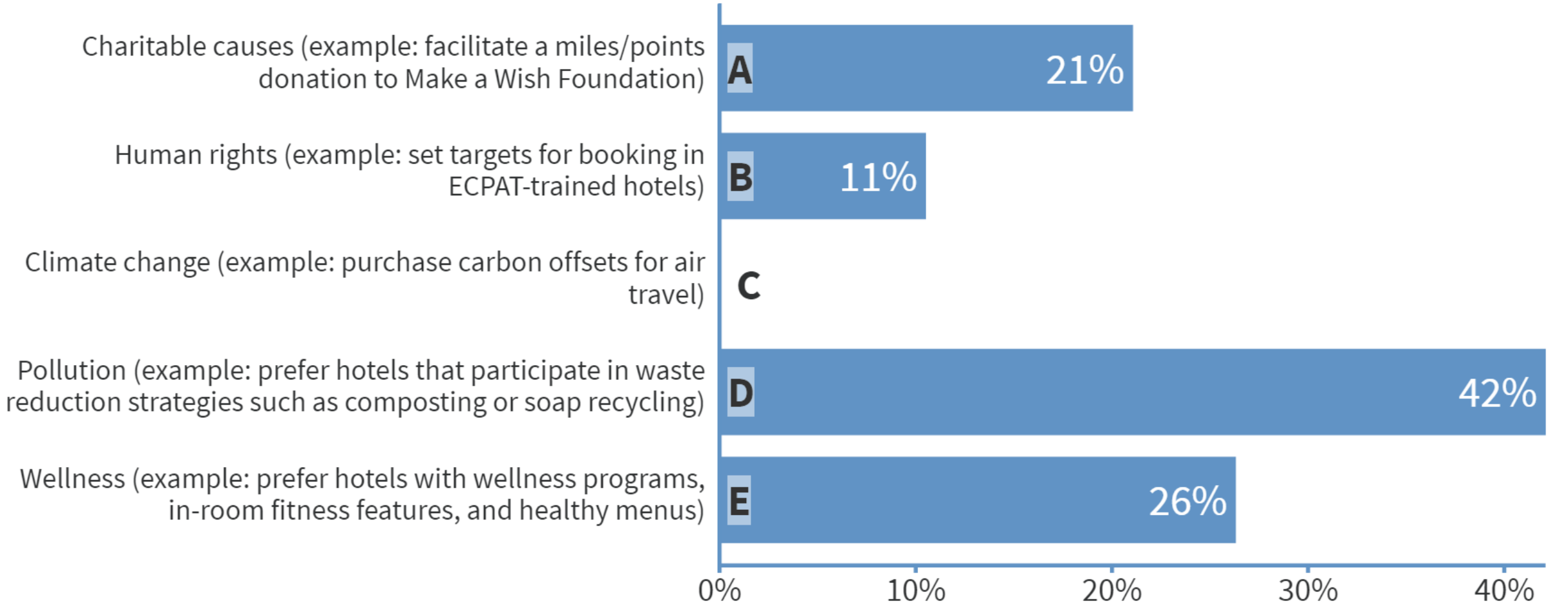
59% say a company’s travel policy is an important factor when considering a potential new employer



sources: https://www.4hoteliers.com/news/story/17614
https://www.4hoteliers.com/news/story/17627

Which of the following sustainability initiatives do you feel your organization (or clients) would be most interested in?

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Basics on building a business case and getting started

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Don’t reinvent the wheel.



International Tourism Partnership

The Nature Conservancy
Protecting nature. Preserving life.™

GLOBAL SUSTAINABLE TOURISM COUNCIL
travel forever

GRI Empowering Sustainable Decisions

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WWF

UNWTO
World Tourism Organization

AHLA
AMERICAN HOTEL & LODGING ASSOCIATION

WORLD TRAVEL & TOURISM COUNCIL

ECPAT USA

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Set goals. Make a plan. Tell a good story.

What will you measure?

How will you measure?

Take a Baseline

Set SMART goals

Collaborate with Marketing, HR



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Use the GBTA RFP Templates

GBTA MODULAR HOTEL RFP
CORPORATE SOCIAL RESPONSIBILITY

(1) Property Code (Assigned by client or RFP management company. Buyers use this code to link modules.)
(2) Internal Hotel Reference Code (Assigned by hotel chain. May be left blank. Buyers do not use to link modules.)

CERTIFICATION

(698) Is the hotel certified by a globally recognized "sustainable" c
(699) If yes, please name all sustainable certification programs yo
programs or LEED programs.
(700) Does your sustainable certification include a third party aud

CARBON MEASUREMENT

(701) Does the hotel measure carbon per room-night? □ Yes □ N
(702) If yes, what is the carbon per room-night measurement? (If
(703) What is the unit of measure for the carbon per room night m
(704) What period (in months) does the Carbon measurement cov

WATER USE MEASUREMENT

(705) Does the hotel measure water per room-night? □ Yes □ No
(706) If yes, what is the water per room-night measurement? (If nc
(707) What is the unit of measure for water per room night? (Liters
(708) What period (in months) does the water per room night meas

WATER USE MEASUREMENT

(705) Does the hotel measure water per room-night? □ Yes □ No
(706) If yes, what is the water per room-night measurement? (If not measured, enter 0)
(707) What is the unit of measure for water per room night? (Liters or gallons) (If not measured, enter NA)
(708) What period (in months) does the water per room night measurement cover? (If not measured, enter 0)

ENERGY INTENSITY MEASUREMENT

(709) Does the hotel measure energy intensity? □ Yes □ No (Energy Intensity is defined as the property's energy use from electricity, heating fuel, purchased steam, and chilled water and hot water, divided by the total gross conditioned floor area of the building)
(710) If yes, what is the energy intensity measurement? (If not measured, enter 0)
(711) What is the unit of measure for energy intensity? (BTU per Square Foot or MJ per Square Meter) (If not measured, enter NA)
(712) What period does the energy intensity measurement cover? (If not measured, enter 0)

WASTE DIVERSION MEASUREMENT

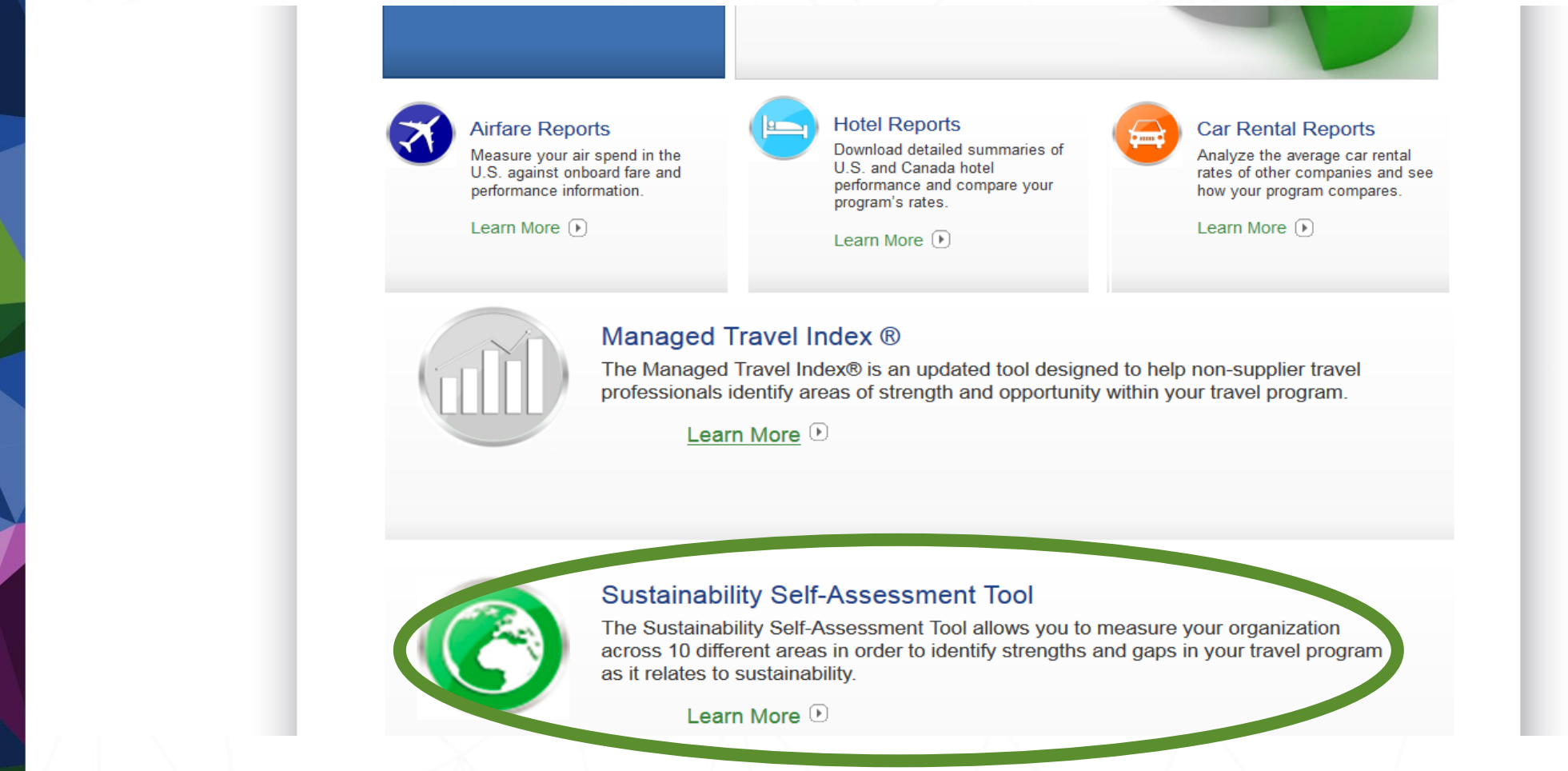
(713) Does the hotel measure waste diversion rate? □ Yes □ No
(714) If yes, what is the waste diversion rate percentage? (If not measured, enter 0)
(715) What period does the diversion rate measurement cover? (If not measured, enter 0).

CLIENT SOCIAL RESPONSIBILITY PROGRAM

(716) Does the hotel have its own environmental or Corporate Social Responsibility program? □ Yes □ No
(717) If yes, please explain.

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Do the GBTA self-assessment

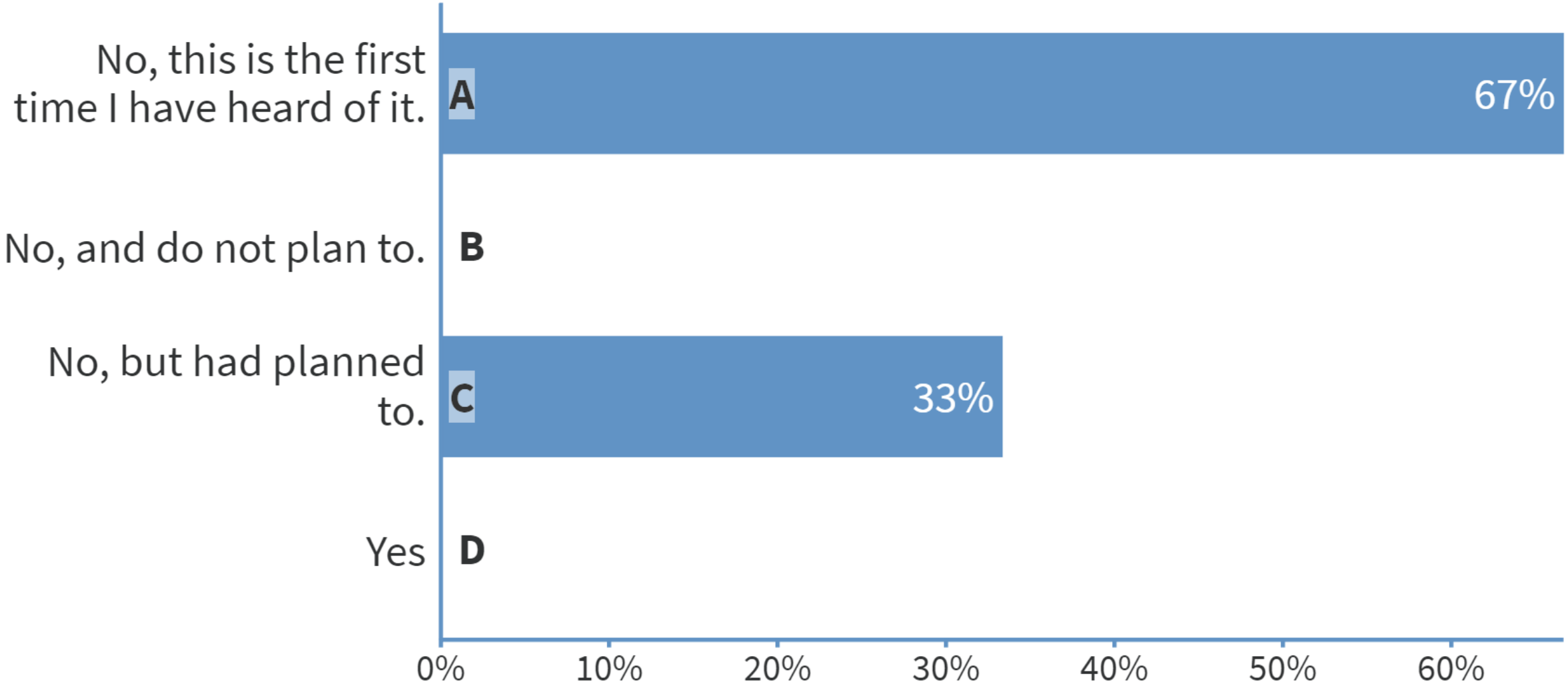


http://www.gbta.org/foundation/benchmarkingtool/Pages/Default.aspx

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Have you taken the GBTA Sustainability self-assessment?

Respond at **PollEv.com/aurorareinke** Text **AURORAREINKE** to **37607** once to join, then **A, B, C, or D**





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Resources

Human Trafficking

2-part article from Hotel Management

https://www.hotelmanagement.net/security/5-misconceptions-about-human-trafficking-hospitality

https://www.hotelmanagement.net/security/5-tips-for-combatting-human-trafficking-hotels

EPCAT The Code https://www.ecpatusa.org/code/

General Resources

State of Green Business Report (free download) https://www.greenbiz.com/report/state-green-business-report-2018

Sustainable Development Goals
https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals

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Some resources for learning about social and environmental issues
…and hundreds more!! (click on the logo to go to the website)

NRDC

NATURAL RESOURCES DEFENSE COUNCIL
THE EARTH'S BEST DEFENSE

The Nature Conservancy
Protecting nature. Preserving life.™

WORLD RESOURCES INSTITUTE

WWF

unicef

CONSERVATION INTERNATIONAL

GBTA
GLOBAL BUSINESS TRAVEL ASSOCIATION

Hospitality Industry Initiatives
(click to go to resource website)

Hotel Carbon and Water Measurement Tools

Global certification standards