

**INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT**

**Kherson Institute**

**Department of Organizational and Economic Management**



**STUDY GUIDE**

**TYPICAL CLIMATE STRATEGY FOR HOSPITALITY BUSINESS**

**INSTITUTION IN THE FIELD OF WASTE MANAGEMENT (ON THE**

**EXAMPLE OF UKRAINE)**

*OF IMPROVING THE QUALIFICATIONS OF PRACTICING  
SPECIALISTS IN THE FIELD OF TOURISM, HOTEL AND  
RESTAURANT BUSINESS*

Kherson - 2022

**STUDY GUIDE "TYPICAL CLIMATE STRATEGY FOR HOSPITALITY BUSINESS INSTITUTION IN THE FIELD OF WASTE MANAGEMENT (ON THE EXAMPLE OF UKRAINE)"** on improving the qualifications of practitioners in the field of tourism, hotel and restaurant business – Kherson: MAUP, 2022. – 31 p.

**Compilers:**

**Mashkova Olga** – phd, associate professor, head of the NGO "Ecological News", representative of Zero Waste Alliance Ukraine, representative of Društvo Ekologi brez meja (Slovenia).

**Haietska Natalia** – head of the IG "Mariupol Zero Waste" (Mariupol), representative of the Zero Waste Alliance Ukraine.

**Fudorova Olena** – phd, associate professor, head of the Department of Organizational and Economic Management of the Kherson Institute "Interregional Academy of Personnel Management", member of the Sociological Association of Ukraine in Kherson.

**Duha Viktoriia** – senior Instructor of the Department of Tourism, Hotel and Restaurant Business and Foreign Languages, Kherson State Agrarian and Economic University.

**Prokhorova Oksana** – head of the NGO "Generating Platform Dobrobud".

**Reviewer:**

**Kovalev Vitaly** – phd, associate Professor of the Department of Finance, Accounting and Entrepreneurship of Kherson State University.

**We are thankful for the support and help to our colleagues from Slovenia:**

**Jaka Kranjc** – Secretary General NGO "Društvo Ekologi brez meja" (Slovenia).

**Ana Golja** – project manager of the environmental NGO "Žmergo Association, Naval and History Museum of Croatian Littoral Rijeka" (Croatia), and now also project manager of the NGO "Društvo Ekologi brez meja" (Slovenia).

**Approved at the meeting of the Department of Organizational and Economic Management (protocol No. 3 dated '29' November 2022).**

The proposed study guide are containing general provisions of a typical strategy for a hospitality establishment in the field of waste management (on the example of Ukraine) **(ZERO WASTE&CLIMATE-FRIENDLY HoRECA)**.

This study guide can be used by students of various specialties to prepare for seminars and practical classes; for writing essays, course projects and theses.

For students, teachers, practitioners in the field of tourism and hotel and restaurant business.

© PrJSC University “Interregional Academy of  
Personnel Management” (IAPM/MAUP), 2022

**TYPICAL CLIMATE STRATEGY FOR HOSPITALITY BUSINESS  
INSTITUTION IN THE FIELD OF WASTE MANAGEMENT (ON THE  
EXAMPLE OF UKRAINE**

**(ZERO WASTE & CLIMATE-FRIENDLY HoRECA)**

**CONTENT**

	PAGE
I. Description of problems that caused the need to develop a strategy	4
II. Analysis of the current situation, trends, and justification for the need to solve the identified problems	5
III. Strategic goals	7
IV. Tasks aimed at achieving the set goals, stages of their implementation, expected results	7
V. The procedure for monitoring and evaluating the results of the Strategy`s implementation and reporting	28
References	29

## **I. Description of problems that led to the need to develop a strategy**

Hospitality establishments (the international acronym HORECA – from the abbreviation hotel, restaurant, cafe) in Ukraine include enterprises provided DSTU (State standards of Ukraine) 4527:2006 "Tourism services. Means of accommodation. Terms and definitions", DSTU 3862-99 "Restaurant management. Terms and definitions".

According to the Cambridge Institute for Sustainability Leadership, tourism accounts for around 5% of the global greenhouse gas (GHG) emissions in 2019, and this figure was expected to increase by 130% by 2035 [19]. According to [20], this share increased to 8% in 2021, which, unfortunately, was significantly ahead of the forecasts. The hotel industry accounts for about 1% of global emissions [22]. According to the Global Hotel Decarbonization Report, published by the Sustainable Hospitality Alliance in 2017, the hotel sector needs to reduce its GHG emissions per room per year by 66% by 2030 (compared to the 2010 baseline) and by 90% by 2050 [17]. So, the task is not easy: you need to find a way to develop the industry, receive an increased number of guests and build more facilities,

Especially since the demand for ecological accommodation is constantly growing. The latest research by Booking.com shows that 83% of travelers worldwide consider green travel to be vital, and 61% say that the COVID-19 pandemic has forced them to travel greener in the future. Almost half (49%) still think there won't be enough green travel options in 2021, with 53% admitting they get annoyed if at palaces they are staying are some restrictions that are stopping them from being green, for example by not having recycling facilities. While three out of four lodging providers say they have implemented at least some sustainability practices in their properties, only one-third actively communicate their efforts to potential guests. To increase the visibility of greener accommodation options Booking.com now shows third parties' sustainability

certificates and details on 30+ effective practices that are used in hundreds of thousands of hotels around the world [16].

Although the accommodation sector itself contributes to climate change, climate change in turn affects this sector increasingly every year. Risks for institutions in rural areas are more dependent on weather conditions. Cities, on the other hand, are more exposed to heat stress, which can be a deterrent for tourists. Thus, according to a 2010 survey, after a sweltering day, a quarter of tourists do not want to visit Vienna in the summer [21].

Unfortunately, statistics of greenhouse gas emissions from tourism activities are not kept in Ukraine, we did not find the basis of a climate policy in Tourism development strategies until 2026 [12], and this is an issue that needs to be corrected during the post-war modernization of Ukraine.

## **II. Analysis of the current situation, trends, and justification for the need to solve the identified problems**

According to various estimates, each guest night creates an average of 14 kg of CO<sub>2</sub> in the world (direct emissions related to energy consumption; excluding gastronomy). However, the documented range of emissions varies, from 0.1 kg of CO<sub>2</sub> up to 260 kg of CO<sub>2</sub> per guest night, depending on the type of accommodation [21]. HoReCa's greatest impact on the environment is in the areas of energy and water use, and in the waste sector. At the same time, more waste is generated in accommodation facilities than at home.

According to the State Statistics Service in Ukraine in 2019, there were 5,335 accommodation establishments (3,165 of which were hotels) with a total number of 370,500 places, the number of visitors 6.96 million people, the number of overnight stays 18.5 million person-nights [3]. And this is without considering the potential of sanatoriums, children's health camps, and apartments that are owned by private individuals. Regarding the RI (restaurant industry), as of 2021, their number is 14.7 thousand, the cost of services is UAH 14.1 billion [5].

The norms of solid waste generation for hospitality establishments of Ukraine are calculated by local self-government bodies in accordance with the Rules for determining norms for the provision of household waste removal services (2010) [10], and unfortunately, are calculated not by the actual amount of waste generated, but by the number of places in the hospitality establishment. According to the norms approved in 2021 in Mykolaiv [8], 0.41 kg/day is calculated for one hotel place or 149.65 kg/year of solid waste, for one place of a restaurant establishment 0.68 kg/day or 248.2 kg/year. But, in fact, these norms are applied when the hospitality establishment does not have its own site for collecting solid waste and uses the site together with the residents of a multi storey building. In cases where the institution has its own site for collecting solid waste, it pays for actual removal, which is the best option (principle “pay as you throw”).

We compared these standards across Ukraine and concluded that they can be considered average. Therefore, accordingly, accommodation facilities in Ukraine pay for the collection of 370.5 thousand seats\*149.65 kg/year=55.4 thousand tons. On the other hand, for Mykolaiv hotels, this norm is 0.41 kg\*day/seat. If it were calculated based on the number of actual person/days of residence, then the accommodation facilities would pay 18.5 million person-nights\*0.41 kg\*day/place = 7.59 thousand tons. Accordingly, if accommodation establishments paid for the actually generated waste, then there would be an incentive to reduce waste and collect it separately. If you use the norms, accommodation facilities overpay by 7 times for the removal of solid waste.

If we take the average check for the RI institution = UAH 230, the profit is UAH 14.1 billion, then the number of visitors is 61.3 million/year. Then the generated waste is counting at 61.3 million/year\*0.68 kg/day = 41.7 thousand tons.

In accordance with the mentioned above calculations, HoReCa creates 97.1 thousand tons of solid waste (1% of the total amount of solid waste in Ukraine) [1, 4, 14-15].

Starting from October 1, 2019, hotels in Ukraine are required to provide separate waste sorting systems in residential and public spaces in accordance with

the BC (Building code) B.2.2-20:2008, amendment No.1 of 2019 [2]. But very few hotels implement it due to a number of reasons, in particular - the lack of connections with carriers of recyclable materials, in some cases the lack of a place/site for installing bins for separate waste collection, a false opinion about the primary need to build a waste processing plant (in the pre-war period in Ukraine, most recycling plants were underloaded) [11], low motivation and lack of punishment, low level of sorting culture among visitors.

### **III. Strategic goals**

A strategy is a general, non-detailed plan covering an extended period, a way to achieve an important goal. The task of a strategy is an effective use of available resources to achieve the main goal (strategy as a method of action becomes especially necessary in a situation when there are not enough available resources to directly achieve the main goal) [13].

**The purpose of the climate strategy:** reduction of the HoReCa establishment's climate footprint in the field of waste management.

### **IV. Tasks aimed at achieving the set goals, stages of their implementation, expected results**

#### **Tasks of the climate strategy:**

- determine base levels: generation of waste at the enterprise, the climate footprint of this waste, purchases for primary and secondary processes, the presence of toxic substances in primary products, the level of green and blue infrastructure;
- raise the level of awareness of employees, guests, suppliers of the HoReCa establishment and the local population in the field of waste management and climate change;

- establish permanent monitoring of the organization's waste, climate footprint in this area;
- establish a gradual increase in the level of separate collection and processing of waste;
- reduce the generation of waste;
- develop and improve the institution's written climate policy in the field of waste management;
- pass the Zero Waste Business Certification;
- organize the reduction of the climate footprint of the institution according to the following blocks: 1) elimination of the causes, 2) climate compensation, 3) adaptation to the consequences;
- present your own positive experience on booking platforms, various awards and contests;
- to attract investments in the further environmental development of the facility.

### **Stages of Strategy implementation**

According to the international classification, short-term strategy is developed for 1-3 years, medium-term - 4-5 years, long-term - for 10 years [13]. For the sake of effective implementation of the strategy, a plan will be developed for each specific hospitality establishment, considering the characteristics of the enterprise and the specific municipality.

The climate strategy (CS) of the hospitality establishment developed by us considers the best international and national experience [1, 4, 6-7, 9, 23-24].

Accordingly, the CS of the hospitality establishment will contain the following accepted blocks for reducing climate change: 1. elimination of causes, 2. climate compensation, 3. adaptation to consequences [18].



The strategy will be implemented in the following target groups: 1. management, owners, employees; 2. suppliers; 3. guests, visitors; 4. local population.

Since there are no certified Zero Waste establishments in Ukraine, the strategy will be developed starting from the stage "On the road to Zero Waste". The Zero Waste Business Certification is an independent, third-party assessed standard based on more than ten years of professional and field experience and is carried out by Zero Waste Europe (ZWE), in more detail [24]. At each of the stages (short-term, medium-term, long-term), gradual progress in the fulfillment of mandatory (MC) and voluntary (VC) criteria is assumed.

*In general, the strategy envisages:*

1. make a public commitment to embark on the path of transition to reducing the climate footprint in the field of waste management;
2. establish and improve a training for the staff of HoReCa institutions on the zero waste concept;
3. make a general waste composition analysis to determine the base level;
4. adjust and improve constant monitoring of waste;
5. establish and/or improve separate waste collection at the enterprise;
6. establish and/or improve waste reduction in the institution;
7. develop and improve a written policy (planning, reporting) that describes waste management in accordance with the zero waste concept and implement it in the general development strategy of the institution, if available;
8. make an analysis of the enterprise's carbon footprint in the field of waste management to determine the base level;
9. adjust and improve constant monitoring of the carbon footprint in the field of waste management;
10. develop and improve the written climate policy of the enterprise in the field of waste management (planning, reporting) and implement it in the general strategy of the development of the institution, if available;

11. reduce the carbon footprint in the field of waste management (per guest/night/other);
12. establish and improve cooperation with local and/or national and/or international environmental project/s and/or organization/s in the field of environmental protection to offset one's own carbon footprint (preference should be given to local initiatives);
13. determine the base level of green and blue infrastructure for adapting the institution to climate change and/or compensating one's own carbon footprint (in absolute and relative values);
14. increase the level of "green" and "blue" infrastructure (in absolute and relative values) to adapt the institution to climate change and/or compensate for its own carbon footprint;
15. determine the main and secondary processes for the institution;
16. make a general analysis of purchases for primary and secondary processes over the past year to determine the baseline;
17. to establish and improve the implementation of the zero waste concept in primary and secondary processes;
18. assess the main products for the presence of chemicals from the SIN list;
19. provide information to suppliers about the functioning of the facility based on the zero waste concept;
20. replace part of non-ecological goods and/or in non-ecological packaging and add ecological alternatives;
21. acquaint suppliers with the features of the institution's participation in local and/or national and/or international environmental projects, with cooperation with organizations in the field of environmental protection to compensate its own carbon footprint;
22. acquaint suppliers and guests with the experience of organizing an urban garden using own organic waste to adapt the institution to climate change and compensate its own carbon footprint;

23. acquaint suppliers and guests with an increase in the share of green spaces and/or ecologically clean blue infrastructure in the establishment to adapt it to climate change and compensate its own carbon footprint;
24. submit information to booking platforms and/or other promotional platforms on which the establishment is presented, about its green path;
25. establish and improve an information system for guests about one`s zero waste policy;
26. develop and improve a system of short-term and/or medium-term motivation for guests' participation in the institution's environmental policy;
27. transfer best practices of climate policy in the field of waste management to local organizations, mass media, etc.;
28. participation in regional, national and/or international contests and awards in an environmental direction and/or in environmental nominations;
29. attraction of investments in further green development of the facility.

### **Expected results**

#### ***Short-term climate strategy in the field of waste management (1-3 years)***

During the implementation of the short-term strategy, it is planned to pass the Zero Waste Business certification, to obtain at least the bronze level (a subsequent confirmation/upgrade every 3 years or earlier is possible at the institution's discretion).

For this, it is assumed that the mandatory criteria (MC) and voluntary criteria (VC) must be met:

#### ***Eliminating the causes of climate change***

##### ***Work with managers, owners, employees***

1. A public commitment on transitioning to the zero waste path should be contained in a special section on the website and/or in social networks of the

- enterprise, placed directly in the institution and should be updated at least once every year (MC);
2. The organization has assessed its current waste management practices (MC).
  3. The organization has an appointed zero waste coordinator who received sufficient training to carry out the tasks (MC).
  4. A training of the staff of the hospitality industry enterprise on the concept of zero waste will be organized, the entire staff should be familiarized with the concept: a) a least responsible person takes a basic course and then attend one training once a year; b) a basic training of the team is carried out by a responsible person, and then one training every year is conducted (MC);
  5. A general waste composition analysis will be executed to determine the basic level (MC);
  6. A permanent waste monitoring process should be established by the end of the 3rd year or earlier. The organization has data for a minimum of 4 months for the last year, one month for each season (MC);
  7. Separate waste collection at the facility was established for at least 90% of the generated waste by the end of the first year of the strategy. Special attention is paid to hazardous waste (MC);
  8. An available contracts list/database with suppliers and/or processing enterprises (MC);
  9. Waste reduction in the institution per visitor, night of stay by at least 30% by the end of the short-term strategy (MC);
  10. By the end of the first year of the strategy's implementation, a waste management policy in written form (planning, reporting) has been developed in accordance with the zero waste concept, it is planned to achieve one of the goals of the zero waste concept, special attention is paid to hazardous waste. In some cases, the zero waste concept is considered during construction, design and furnishing of the premises of the enterprise. This policy is updated at least once a year, reporting is made public on the company's website under E.g. the "Social or environmental responsibility" section at least once a year.

This policy is implemented in the general strategy of the institution's development if available (MC);

11. A public obligation to reduce the climate footprint in the field of waste management should be placed in a special section on the company's website (MC);
12. An analysis of the enterprise's carbon footprint in the field of waste management will be conducted to determine the baseline level (MC);
13. By the end of the 3rd year or earlier a constant monitoring of the carbon footprint in the field of waste management is established (MC);
14. By the end of the 1st year, a written policy (planning, reporting) has been developed, which describes the reduction of the climate footprint in the field of waste management and is updated at least once a year, the reporting is placed in the special section on the enterprise`s website at least once a year. This policy is implemented in the general strategy of the institution's development if available (MC);
15. Reduction of the carbon footprint in the field of waste management (per guest/night/other) by at least 30% by the end of the short-term strategy (MC);

#### ***Work with suppliers***

16. Main and secondary processes for the institution (MC) are defined;
17. A general analysis of purchases for primary and secondary processes over the past year was made to determine the base level (a list of suppliers was created, the number of product names, their characteristics in basic quantities was indicated, the most problematic moments in the field of waste generation were determined) (MC);
18. By the end of the 3rd year or earlier, the zero waste concept should be implemented in each of the main and secondary processes, but this implementation is not yet comprehensive (MC);
19. The main products will be assessed for the presence of chemicals on the SIN list ([www.sinlist.chemsec.org](http://www.sinlist.chemsec.org), MC);

20. The information to 100% of suppliers about zero waste working processes is provided at least once a year (MC);
21. A part of non-ecological goods was replaced and/or in non-ecological packaging and/or ecological alternatives were added, the % is set by the institution (VC);

***Interaction with guests and/or the local population***

22. Information about zero waste is provided internally and externally every six months.
23. Information will be submitted and/or updated to booking platforms and/or other promotional platforms on which the facility is presented about the way of the facility`s environmentalization (at least one platform once a year, VC);
24. An informational system for the guests about the zero waste policy will be established (at the booking stage, on the website, in social networks, directly in the institution) (MC);
25. A trial system of short-term and/or medium-term motivation for guest participation in the environmental policy of the establishment will be developed;

***Compensation for the consequences of climate change***

***Work with managers, owners, employees***

26. A start of periodic cooperation with at least one local and/or national and/or international environmental project and/or organization in the field of environmental protection to compensate for the institution`s carbon footprint (preference is given to local initiatives, at least one project per year) (VC);

***Work with suppliers***

27. Familiarized at least 50% of suppliers by the end of the first year and 10% more each year with the institution's participation in local and/or national and/or international environmental projects, as well as with cooperation with organizations in the field of environmental protection to compensate for its

own carbon footprint at least one time per year, by the end of the strategy, at least 70% of suppliers (VC) will be informed;

***Interaction with guests and/or the local population***

28. An informational system for guests and the local population will be established with the institution's participation in local and/or national and/or international environmental projects, as well as with cooperation with organizations in the field of environmental protection to compensate for its own carbon footprint at least once a year (VC);

***Adaptation to the consequences of climate change***

***Work with managers, owners, employees***

29. The base level of green and blue infrastructure for the adaptation of the enterprise to climate change (in absolute and relative values) is determined (VC);

30. The level of green and ecologically clean blue infrastructure has been increased (in absolute and relative values) to adapt the institution to climate change (VC, % is determined by the institution);

***Work with suppliers***

31. At least 50% of suppliers will be introduced by the end of the first year and 10% more each year with the experience of establishing an urban garden using their own organic waste to adapt the facility to climate change and compensate for their own carbon footprint (at least once a year), until the end of the strategy at least 70% of suppliers (VC) have been familiarized;

32. A minimum of 50% of the suppliers will be introduced by the end of the first year and 10% more each year with an increase in the share of green spaces and/or blue infrastructure in the facility to adapt to climate change and compensate for its own carbon footprint (at least once a year), until the end of the strategy at least 70% of suppliers (VC) will be introduced;

***Interaction with guests***

33. Guests will be introduced to the experience of organizing an urban garden using its own organic waste to adapt the institution to climate change and compensate for its own carbon footprint (VC, on the website, in social networks, directly in the institution, at least once a year);
34. Guests will be informed about the successes in increasing the share of green and/or blue infrastructure in the institution to adapt to climate change and/or compensate for its own carbon footprint (VC, on the website, in social networks, directly in the institution, at least once a year);

***Interaction with the local population***

35. Best practices in the field of waste management and other aspects of climate policy will be transferred to local organizations, mass media, etc., at least one organization per year (MC);
36. After the first year and the achievement of certain results – participation in regional, national and/or international ecological contests and awards for the hospitality sector (VC, at least in one event per year);
37. Attempts to attract investments for further ecological development of the facility with documentary confirmation and self-analysis of refusals/failures (VC, at least one attempt per year).

***Medium-term climate strategy in the field of waste management (4-5 years)***

During the implementation of the medium-term strategy, it is planned to pass the Zero Waste Business certification, to obtain at least the silver level (a subsequent confirmation/upgrade every 3 years or earlier is possible at the institution's discretion).

This requires the achievement of mandatory (MC) and voluntary criteria (VC):

***Eliminating the causes of climate change***



*Work with managers, owners, employees*

1. A public commitment on transitioning to the zero waste path should be contained in a special section on the website and/or social networks of the enterprise, placed directly in the institution and should be updated at least once every six months (MC);
2. The organization has an appointed zero waste coordinator who received sufficient training to carry out the tasks (MC).
3. Training of the staff of the hospitality industry enterprise on the concept of zero waste will be organized, the entire staff should be familiarized with the concept: a) the least responsible person attends one training every six months; b) training of the staff by the responsible person - at least one training every six months, c) a mandatory basic course training of new employees (within one month from the moment of employment) (MC);
4. A trial system of short-term and/or medium-term motivation for employee participation in the environmental policy of the institution will be developed;
5. The permanent waste generation monitoring system will be improved for the possibility of forecasting the generation and reduction of waste. KPIs and measurements are clearly defined. They cover the results of waste disposal, as well as social, environmental, and economic aspects. These are compared to a baseline or prediction (MC).
6. Separate waste collection at the facility will be maintained at a minimum level of 90% of all content during the medium-term strategy. Special attention is paid to hazardous waste. Information is actively distributed to all users (E.g. annual information, signs). To reduce residual waste, a general waste composition analysis (MC) is conducted;
7. An available contracts list/database with suppliers and/or processing enterprises (MC);
8. Waste reduction in the institution per visitor, night of stay by at least 40% by the end of the medium-term strategy (MC);

9. Measures have been taken to ensure a longer use time of goods in the facility and/or to provide repair and reuse services;
10. An updated written policy (planning, reporting) that describes waste management according to the zero waste concept, must cover both waste reduction strategies and their social impact, plan to achieve one or more goals of the zero waste concept, special attention is paid to hazardous waste. The zero waste concept is recommended for large purchases and investments. This policy must be updated at least once a year, reporting should be delivered publicly in a special section on the website at least once a year. This policy is implemented in the general strategy of the institution's development if available (MC);
11. The organization has innovative and creative zero waste ideas of national significance in its field of activity (MC);
12. The public obligation to reduce the climate footprint in the field of waste management will be contained in a special section on the company's website, updated at least once every six months (MC);
13. A permanent monitoring system of the carbon footprint in the field of waste management will be improved for the possibility of forecasting the reduction, economic and social indicators (MC) will be added;
14. An updated written policy (planning, reporting) that describes the transition to climate neutrality in the field of waste management must contain progress compared to the previous period, updated at least once a year, reporting is delivered publicly in a section on the website at least once a year. This policy is implemented in the general strategy of the institution's development if available (MC);
15. A reduction of the carbon footprint in the field of waste management (per guest/night/other) by at least 40% by the end of the medium-term strategy (MC);

***Work with suppliers***

16. Implementation of a zero waste approach in each of the main and secondary processes. Attention is given to the initial and lower processes. Some suppliers are selected based on the zero waste (ZW) criteria;
17. The main products do not contain chemicals on the SIN Chemise list;
18. Information on zero waste operation processes will be provided to 100% suppliers at least every six months (MC);
19. A part of non-ecological goods and/or in non-ecological packaging was replaced and eco-alternatives were added (VC, % is set by the institution, but must demonstrate progress compared to the previous period);

***Interaction with guests and/or the local population***

20. Information about zero waste is provided internally and externally every three months.
21. Information will be submitted and/or updated to booking platforms and/or other promotional platforms on which the facility is presented about the way of the facility's environmentalization (at least one platform every six months, VC);
22. An informational system for the guests about the zero waste policy will be established (at the booking stage, on the website, in social networks, directly in the institution), a calculation of the number of informed guests in absolute and relative values (MC) will begin;
23. The system of short-term and/or medium-term motivation of guests' participation in the institution's environmental policy will be improved, the process of analyzing its effectiveness will be started (VC, every six months);

***Compensation for the consequences of climate change***

***Work with managers, owners, employees***

24. Periodical cooperation with at least two local and/or national and/or international environmental projects and/or organizations in the field of environmental protection has been started to compensate for one's own carbon

footprint (preference was given to local initiatives, at least one project per year with each organization, VC) or established systematic cooperation with at least one local and/or national and/or international ecological project and/or organization in the field of environmental protection to compensate for one's own carbon footprint (preference was given to local initiatives, at least two projects per year with one organization, VC);

***Work with suppliers***

25. At least 70% of suppliers at the beginning of the strategy and 10% more each year will be introduced to the institution's work with local and/or national and/or international environmental projects and/or organizations in the field of environmental protection to compensate for its own carbon footprint at least one time in six months, by the end of the strategy at least 90% of suppliers (VC) will be informed;

***Interaction with guests and/or the local population***

26. The system of informing guests and the local population will be improved with the institution's participation in local and/or national and/or international environmental projects, as well as with cooperation with organizations in the field of environmental protection to compensate for its own carbon footprint at least once every six months (VC);

***Adaptation to the consequences of climate change***

***Work with managers, owners, employees***

27. The level of green and blue infrastructure has been increased (in absolute and relative values) to adapt to climate change and/or compensate for one's own carbon footprint (VC, % is set by the institution, but must demonstrate progress compared to the previous period);

***Work with suppliers***

28. At least 70% of suppliers will be introduced at the beginning of the strategy, and 10% more each year, with the experience of organizing an urban garden using its own organic waste to adapt the facility to climate change and

- compensate for its own carbon footprint (at least once every six months), until the end of the strategy at least 90% of suppliers (VC) will be informed;
29. At least 70% of suppliers will be introduced at the beginning of the strategy, and by 10% more each year, with an increase in the share of green and/or blue infrastructure in the facility for adaptation to climate change (at least once every six months), by the end of the strategy at least 90% of suppliers will be introduced (VC);

***Interaction with guests***

30. Familiarization of guests with the experience of the establishment organizing an urban garden using its own organic waste to adapt the institution to climate change and compensate for its own carbon footprint will be improved, a calculation of the number of informed guests in absolute and relative values will begin to establish a base level (VC, on the website, in social networks, directly at the institution, at least once every six months);
31. Guests will be better informed about the successes in increasing the share of green and/or blue infrastructure in the establishment to adapt to climate change and/or compensate for its own carbon footprint, a calculation of the number of informed guests in absolute and relative values will begin to establish a base level (VC, on the website, in social networks, directly at the institution, at least once every six months);

***Interaction with the local population***

32. Best practices in the field of waste management will be transferred to local organizations, media, etc. (MC, minimum one organization per six months), the calculation of the number of informed local population in absolute and relative values will begin to establish a baseline.
33. Participation in regional, national and/or international ecological contests and awards for the hospitality sector (VC, at least in one event per year).
34. Attempts to attract investments for further ecological development of the facility with documentary confirmation and self-analysis of refusals/failures (VC, at least one attempt per six months).

### **Long-term climate strategy in the field of waste management (within 10 years)**

During the implementation of the long-term strategy, it is planned to pass the Zero Waste Business certification, obtain the gold level, or confirm the silver level (a subsequent confirmation/upgrade every 3 years or earlier is possible at the institution's discretion).

This requires the achievement of mandatory (MC) and voluntary criteria (VC):

#### ***Eliminating the causes of climate change***

##### ***Work with managers, owners, employees***

1. A public transitioning to the zero waste path should be contained in a special section on the website and/or social networks of the enterprise, placed directly in the institution and should be updated at least once every three months (MC);
2. The organization has an appointed zero waste coordinator who received sufficient training to carry out the tasks (MC).
3. Various aspects of zero waste are a regular part of team meetings and other gatherings in addition to other training sessions. Staff training on the zero waste concept will be established, the entire staff must be familiar with the concept: a) the least responsible person receives one consultation every six months, b) training of the staff by the responsible person, one training every six months, c) mandatory training of new employees on a basic course (until the moment of employment) (MC);
4. Improvement of the system of short-term and/or medium-term motivation of employees' participation in the environmental policy of the institution. Knowledge of the zero waste concept is one of the hiring criteria (MC);
5. Continuous monitoring of waste is being improved for the possibility of forecasting the generation and reduction of waste. KPIs and measurements are clearly defined. They cover the results of waste disposal, as well as social, environmental, and economic aspects. These are compared to a baseline or

- forecast. Indicators of waste processing, ecological, economic, and social indicators are provided to scientists for conducting research (MC, at least one scientific research per year);
6. Separate waste collection at the facility will be maintained at a minimum level of 90% of waste during the long-term strategy. Special attention is paid to hazardous waste. Information is actively distributed to all users (E.g. annual information, signs...) (MC);
  7. In practice, a prominent level of orientation towards guaranteed processing is achieved, existing contracts with suppliers and/or processing enterprises (MC);
  8. Reduction of waste in the institution per visitor, night of stay by at least 50% by the end of the long-term strategy compared to the base year (MC);
  9. Measures have been taken to ensure a longer use time of the goods in the facility and/or provision of repair and reuse services, as well as information to the customers, if necessary;
  10. An updated written policy (planning, reporting) that describes waste management according to the zero waste concept, must cover both waste reduction strategies and their social impact, plan to achieve one or more goals of the zero waste concept, special attention is paid to hazardous waste, the organization must advance and/or create ideas in the field of zero waste. Procurement and investment criteria include zero waste measures/concrete contribution to zero waste plan. This policy is implemented in the general development strategy of the institution if available. This policy must be updated at least once a year, and reporting is delivered publicly in a special section on the website at least once a year. (MC);
  11. The organization has innovative and creative zero waste ideas of pan-European significance in its field of activity (MC);
  12. The public commitment of the transition process to reduce the climate footprint in the field of waste management will be contained in a special

section on the company's website and updated at least once every three months (MC);

13. Continuous monitoring of the carbon footprint in the field of waste management has been improved for the possibility of forecasting the formation and reduction. Indicators are provided to scientists for conducting research (MC, at least one scientific research per year);
14. An updated written policy (planning, reporting) that describes the transition to climate neutrality in the field of waste management must contain progress compared to the previous period, updated at least once a year, reporting is public in a special section on the website at least once a year. This policy is implemented in the general strategy of the institution's development if available (MC);
15. Reduction of the carbon footprint in the field of waste management (per guest/night/other) by at least 50% by the end of the long-term strategy compared to the base year (VC);

#### ***Work with suppliers***

16. Implementation of a zero waste approach in each of the main and secondary processes should become comprehensive, including processes at the first and lower levels. Most suppliers are selected based on zero waste criteria. A well-established resource policy. The measures taken by the applicant are referring to EU best practices (MC);
17. The main products do not contain chemicals on the SIN Chemsec list;
18. Information on zero waste operation processes will be provided to 100% suppliers continuously (MC);
19. A part of non-ecological goods and/or in non-ecological packaging will be replaced and eco-alternatives will be added (VC, % is set by the institution, but must demonstrate progress compared to the previous period);

#### ***Interaction with guests and/or the local population***



20. Information about zero waste is constantly and visibly disseminated inside and outside the facility.
21. Information will be submitted and/or updated to booking platforms and/or other promotional platforms on which the facility is presented about the way of the facility's environmentalization (VC, at least one platform once every three months);
22. An informational system for the guests about the zero waste policy will be improved (at the booking stage, on the website, in social networks, directly in the institution), a calculation of the number of informed guests in absolute and relative values will be improved and their % will increase (MC, the % is set by the establishment, but it must demonstrate progress compared to the base year);
23. The system of short-term and/or medium-term motivation of guests' participation in the institution's environmental policy will be improved, the process of analyzing its effectiveness will be improved, the % of guests involved in the environmental policy will increase (VC, once every six months, the % is set by the institution, but must demonstrate progress compared to previous period).

### ***Compensation for the consequences of climate change***

#### ***Work with employees***

24. Periodical cooperation with at least three local and/or national and/or international environmental projects and/or organizations in the field of environmental protection has been started to compensate for one's own carbon footprint (preference was given to local initiatives, at least one project per year with each organization, VC) or established systematic cooperation with at least one local and/or national and/or international ecological project and/or organization in the field of environmental protection to compensate for one's own carbon footprint (preference was given to local initiatives, at least three projects per year with one organization, VC);

***Work with suppliers***

25. 100% of suppliers will be familiarized with the facility's work with local and/or national and/or international environmental projects and/or organizations in the field of environmental protection to offset their own carbon footprint at least once every three months (VC);

***Interaction with guests and/or the local population***

26. The system of informing guests and the local population will be improved with the institution's participation in local and/or national and/or international environmental projects, as well as with cooperation with organizations in the field of environmental protection to compensate for its own carbon footprint at least once every three months (VC);

***Adaptation to the consequences of climate change***

***Work with employees***

27. The level of green and blue infrastructure to adapt to climate change has been increased (in absolute and relative values) (VC, % is set by the institution, but must demonstrate progress compared to the previous period);

***Work with suppliers***

28. 100% of suppliers will be introduced to the experience of organizing an urban garden using its own organic waste to adapt the facility to climate change and compensate for its own carbon footprint (VC, at least once every three months);
29. 100% of suppliers will be informed about the increase in the share of green and/or blue infrastructure in the facility for adaptation to climate change (VC, at least once every three months);

***Interaction with guests***

30. Guests will be more familiar with the experience of organizing an urban garden using its own organic waste to adapt the institution to climate change and compensate for its own carbon footprint, the calculation of the number of informed guests in absolute and relative values will be improved and their %

will increase (VC, on the website, in social networks, directly in the institution, at least once a year, % is set by the institution, but must demonstrate progress compared to the previous period);

31. Guests will be better informed about the successes in increasing the share of green and/or blue infrastructure in the establishment to adapt to climate change and compensate for their own carbon footprint, improve the calculation of the number of informed guests in absolute and relative values and their % will increase (VC, on the website, in on social networks, directly in the institution, at least once a year) % is set by the institution, but must demonstrate progress compared to the previous period;

***Interaction with the local population***

32. Best practices in the field of waste management will be transferred to local organizations, mass media, etc. (MC, at least three organizations per year), the calculation of the number of informed local population in absolute and relative values will be improved and their % will increase (% is set by the institution, but must demonstrate progress compared to previous period);
33. Participation in regional, national and/or international ecological contests and awards for the hospitality sector (VC, at least in the 1st event for 6 months);
34. Attempts to attract investments for further ecological development of the facility (VC, at least one attempt per six months) [7, 9, 17, 23].

**V. The procedure for monitoring, evaluating the results of Strategy implementation and reporting**

The organization reports on its progress in achieving zero waste goals and key climate policy indicators at least once a year on the institution's website in accordance with the listed above criteria, thus performing self-monitoring. To implement the strategy, all mandatory criteria must be met. To coordinate the procedure for voluntary Zero Waste Business certification, you should contact the

Mission Zero Academy ([www.missionzeroacademy.eu](http://www.missionzeroacademy.eu)) or to the national representative office of Zero Waste Alliance Ukraine ([www.zerowaste.org.ua](http://www.zerowaste.org.ua)).

## References:

1. Аналіз довоєнного етапу реалізації кліматичної політики у сфері поводження з відходами готельно-ресторанного бізнесу в Україні (2016-2021) [Електронний ресурс]. – Режим доступу: <https://zerowaste.org.ua/wp-content/uploads/2022/09/ukr-mova-new-article-pre-war-4.pdf>.
2. ДБН В.2.2-20:2008 Будинки і споруди. Готелі. Зміна № 1 [Електронний ресурс]. – Режим доступу: [https://www.minregion.gov.ua/wp-content/uploads/2019/06/ZM\\_DBN\\_V2220.pdf](https://www.minregion.gov.ua/wp-content/uploads/2019/06/ZM_DBN_V2220.pdf).
3. Економічна статистика / Економічна діяльність / Туризм [Електронний ресурс]. – Режим доступу: [https://ukrstat.gov.ua/operativ/menu/menu\\_u/tur.htm](https://ukrstat.gov.ua/operativ/menu/menu_u/tur.htm).
4. Звіт довоєнного етапу реалізації кліматичної політики у сфері поводження з відходами готельно-ресторанного бізнесу в Україні (2016-2021) [Електронний ресурс]. – Режим доступу: <http://surl.li/duicc>.
5. Кількість ресторанів в Україні за 2020 рік скоротилася на 20% [Електронний ресурс]. – Режим доступу: <https://ua.interfax.com.ua/news/economic/733785.html#>.
6. Кліматичні краплі – додаток екологічно-дружніх вчинків [Електронний ресурс]. – Режим доступу: <https://kt-energy.com.ua/projects/klimatychni-krapli/#tab-5>.
7. Кліматичні цілі Львова (гайд для обраних до міської ради) [Електронний ресурс]. – Режим доступу: <http://surl.li/drptx>.
8. Норми надання послуг з вивезення побутових відходів у м. Миколаєві [Електронний ресурс]. – Режим доступу: <http://surl.li/cxhrq>.
9. Оцінка вразливості та заходи з адаптації до зміни клімату (Львів) [Електронний ресурс]. – Режим доступу: <http://surl.li/drpsb> (є також для інших міст України).
10. Про затвердження Правил визначення норм надання послуг з вивезення побутових відходів [Електронний ресурс]. – Режим доступу: <https://zakon.rada.gov.ua/laws/show/z0871-10#Text>
11. Реалії співробітництва бізнесу та органів місцевого самоврядування в галузі поводження з ТПВ в Україні та напрями покращення ситуації [Електронний ресурс]. – Режим

доступу:<http://greenchamber.org.ua/files/files/2019/TBO/BUSINESS%20REALITIES.pdf>

12. Стратегія розвитку туризму та курортів на період до 2026 року [Електронний ресурс]. – Режим доступу: <https://zakon.rada.gov.ua/laws/show/168-2017-%D1%80#Text>.

13. Сумець О. М. Стратегічний менеджмент : підручник / О. М. Сумець ; МВС України, Харків. нац. ун-т внутр. справ, Кременч. льот. коледж. – Харків : ХНУВС, 2021. – 208 с.

14. Analysis of the pre-war stage of climate policy implementation in the field of waste management of the hotel and restaurant business in Ukraine (2016-2021) [Електронний ресурс]. – Режим доступу: <http://perspectives.pp.ua/index.php/nauka/article/view/2422/2425>.

15. Analytical review of the updated nationally determined contribution of Ukraine to the Paris Agreement [Електронний ресурс]. – Режим доступу: [https://mepr.gov.ua/files/images/2021/29042021/Analytical%20Report\\_%20Project\\_EN.PDF](https://mepr.gov.ua/files/images/2021/29042021/Analytical%20Report_%20Project_EN.PDF)

16. Booking.com's 2021 Sustainable Travel Report Affirms Potential Watershed Moment for Industry and Consumers [Електронний ресурс]. – Режим доступу: <https://globalnews.booking.com/bookingcoms-2021-sustainable-travel-report-affirms-potential-watershed-moment-for-industry-and-consumers/>

17. Global Hotel Decarbonisation Report [Електронний ресурс]. – Режим доступу: <https://sustainablehospitalityalliance.org/wp-content/uploads/2020/05/Global-Hotel-Decarbonisation-Report-2017.pdf>

18. Empowering individuals and communities to fight climate change [Електронний ресурс]. – Режим доступу: [https://rare.org/program/climate/?gclid=CjwKCAjwj42UBhAAEiwACIhADkjIgW0H7-5PKAV-IFapgmOWuujea1OQ71ZurSPalOdNnh0fC0Bb4BoCf0AQA\\_vD\\_BwE](https://rare.org/program/climate/?gclid=CjwKCAjwj42UBhAAEiwACIhADkjIgW0H7-5PKAV-IFapgmOWuujea1OQ71ZurSPalOdNnh0fC0Bb4BoCf0AQA_vD_BwE)

19. Sustainable Hospitality: Eco-Friendly Industry Trends and Tips for Hotels [Електронний ресурс]. – Режим доступу: <https://businessblog.trivago.com/sustainable-hospitality-trends-eco-friendly-hotel-tips>.

20. The carbon footprint of global tourism [Електронний ресурс]. – Режим доступу: <http://surl.li/duian>
21. Tourist accommodation, climate change and mitigation: An assessment for Austria [Електронний ресурс]. – Режим доступу: <https://www.sciencedirect.com/science/article/pii/S2213078021000037>
22. UN Works with Global Hotel Industry to Reduce Emissions [Електронний ресурс]. – Режим доступу: <https://unfccc.int/news/un-works-with-global-hotel-industry-to-reduce-emissions>
23. Zero Waste — це рух, що об'єднує муніципалітети, міжнародні організації, місцеві ініціативи та окремих активістів з метою поступового зменшення кількості відходів [Електронний ресурс]. – Режим доступу: <https://zerowaste.org.ua/pro-zero-waste/>
24. Zero Waste Business Certification [Електронний ресурс]. – Режим доступу: <https://www.missionzeroacademy.eu/zero-waste-business-certification/>.