

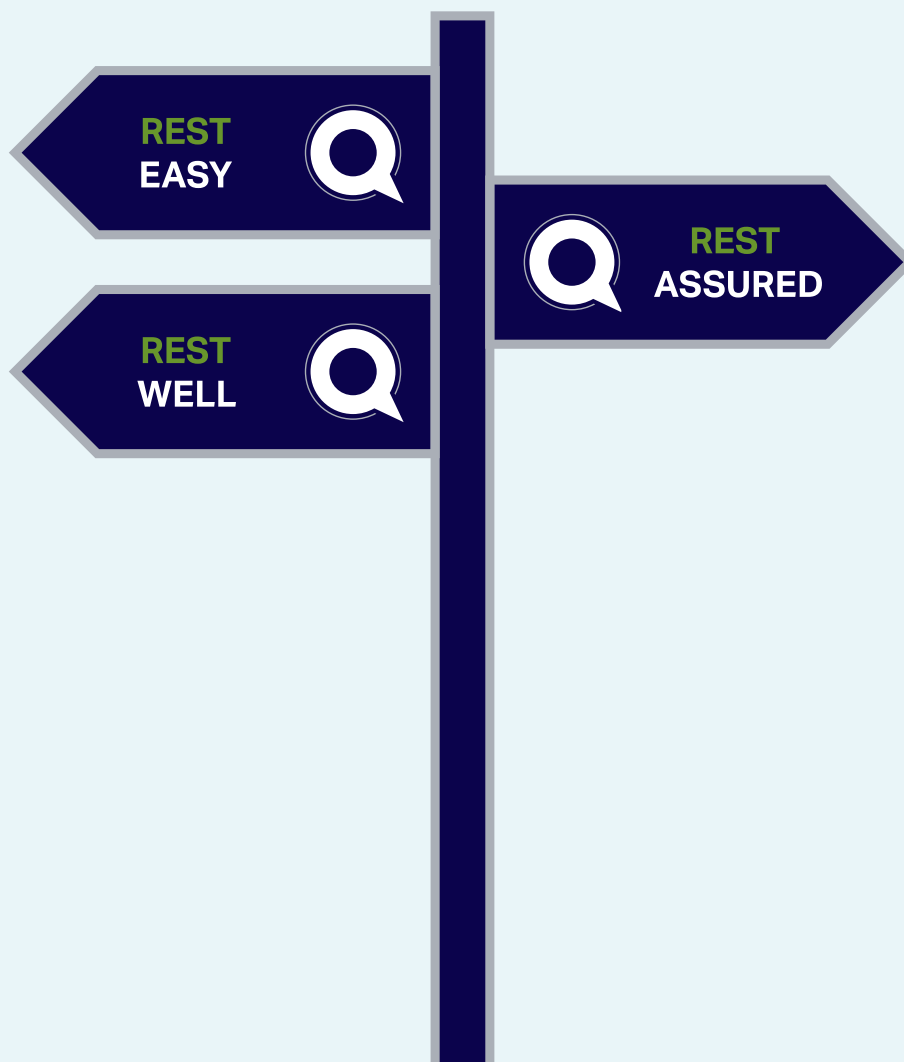


## REST Guidelines

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# Introduction

An independent accreditation awarded to businesses who can demonstrate their commitment to Responsible, Ethical and Sustainable Tourism. Backed by a robust assessment, REST looks for meaningful change in each core pillar rooted in legislation and industry best practices.

## Giving you the tools to be **Responsible**, the support to be **Ethical** and the power to be **Sustainable**

The world needs action if we are to meet ambitious climate goals set out in legislation by 2035.

The industry is demonstrating a clear commitment and businesses who are facing this change head-on are preparing themselves to be more resilient and to strive in a new zero economy.

Whilst net zero is a huge global goal, we must remember this is operating in a much wider context. The REST marque assures guests that your accommodation demonstrates not only a commitment to environmental sustainability but to your staff, suppliers and local community.



## Document Submission

**In order to achieve REST accreditation, key documentation will be requested at your annual audit, which could include:**

- Public Liability insurance.
- Employers Liability insurance (if applicable).
- Legislative requirements depending on jurisdiction such as boarding permits or operating certificate.
- An Accessibility, Diversity and Inclusion policy/guide. The scale of your business may determine how this is documented.
- Sustainability policy/environmental statement - including waste management and recycling procedures for staff and guests.
- Procurement policy.
- Energy & water consumption measurements.
- Proof of a Green Team/committee – meeting minutes, etc.
- Risk Assessments, such as:
  - General/site/premises.
  - Legionella.
  - Health & Safety (including fuel spillages and hazardous waste removal).
  - Fire (including electrical installation checks, Pat testing, Carbon monoxide & smoke detection).
- Gas Safe certificate (where applicable).
- Wholesome Water Report (where applicable).
- HETAS certificate or other suitable compliance records.
- Training records (statutory and self/manager elected).
- EPC Certificate.
- Food Hygiene Rating.
- Alcohol Licence.
- Selected HR policies.
- GDPR compliance.



## Essential Pillar Elements

In all areas, where applicable, essential elements form the basis of the accreditation. Some are situational and this list should not be treated as exhaustive.

Consider your business model to prioritise what's most relevant and practical for your circumstances. In most instances, focusing where you have direct control within your operation will reap measurable outcomes allowing you to exercise control over outsourced operations in time to meet your longer-term business objectives.

### Responsible

1. The business demonstrates compliance with employment standards and regulations.
2. A local 1st employment policy that seeks to recruit from the local area in the 1st instance.
3. Health & Safety training is provided, competency monitored, and improvement plans documented where required.
4. Policies and training for employees to identify, report and stop child sex tourism, sex trafficking and exploitation of vulnerable groups are evident within the business.
5. Demonstrable collaboration with local businesses, organisations, and initiatives.
6. A community initiative/charity where the vision, values and ethics align with those of the business has been identified where a realistic collaboration and commitment can be agreed upon that supports both parties.
7. The existence of a cross-department green team/committee or individual (scope and scale-dependent) who collaborate on initiatives that support the business's ESG objectives.
8. A no-single use policy that requires as a minimum, a ban on plastic straws and stirrers to adhere to legal compliance (subject to change and ongoing legal compliance requirements). Reusable tableware, crockery and glassware are also an expectation.
9. Evidence of the responsible disposal of polystyrene food containers if used and a plan for their longer-term removal.

### Ethical

1. Wage levels are monitored and regularly reviewed against national/industry-led levels.
2. Evidence of accessibility, diversity and inclusion training for management teams with a strategy in place to promote skills development and employment opportunities without discrimination.
3. Policies adhere to current legislation concerning gender pay gap and modern slavery reporting.
4. All employees have a written contract stating their employment terms and conditions, working hours and salary.
5. All employees have access to a written procedure for raising concerns and complaints.
6. Records of employee age are kept to ensure legal compliance and demonstrate the absence of any form of child labour.
7. Legal obligations regarding the management of allergens must be in place (including Natasha's Law).
8. Guest and staff information is securely managed through compliance with the General Data Protection Regulation (GDPR).
9. All suitable precautions have been taken to ensure the security of financial information such as PCI Compliance, 3-D Secure.
10. Evidence of a small & local-focused procurement policy that specifically identifies products at high risk of contributing to biodiversity loss (e.g. palm oil and unsustainably fished seafood) with mitigation practices in place such as sourcing sustainable seafood, avoiding species on the "Avoid" list of the Marine Conservation Society Good Fish Guide.

## Sustainable

1. Data collection processes are in place for both energy & water consumption with regular monitoring.
2. A baseline has been derived to enable a reduction strategy to be set at the next appropriate interval with robust targets and documented plans to reduce both energy & water consumption and waste production.
3. LED/Sensor lighting has been implemented where possible (80% target) and a plan is in place to remove other sources at the next planned maintenance interval.
4. If not already installed, sensor/self-closing taps, water-saving shower heads, intelligent flush/sensor control urinals and cistern limiters are central to future refurbishment plans/budgets.
5. Drinking water for both customers and staff is freely available (or at a clearly advertised cost if an eco-friendly water filtration system is required).
6. The business (or any outsourced supplier) follows sustainable laundry practises washing linen and towels no higher than 60°C.
7. A towel reuse initiative with room-service opt-out options is available.
8. Menus support local suppliers with seasonal organic ingredients wherever possible that include vegetarian and vegan options.
9. Evidence of a considered food waste policy
10. A robust recycling policy is in place with clear messaging for guests to follow to support all waste and recycling initiatives.
11. Public transport, Electric vehicle use, and cycling are promoted to both staff & guests where appropriate.
12. Evidence of how the business impacts local biodiversity. (For larger developments a bio-diversity net gain plan or evidence of comprehensive long-term planning should be in place).
13. Per local, national and international regulations, wild (non-domesticated) animals are not displayed/interacted with while captive on the property, harvested, consumed, or sold.
14. All maintenance and cleaning of appliances (either internal cleaning or externally contracted cleaning) should be recorded for future reference if required.

## Pillar Guidelines

**Our aim is that achieving REST should require commitment and effort. We want you to stretch your business each year to drive your REST performance and to keep challenging yourself, your team, your customers and your community in order to contribute and achieve by leading from the front through innovative initiatives and achieving high goals.**

The following information is offered to assist you on your REST accreditation journey. Whilst suggestions are made it is not so prescriptive as to prohibit the award being achieved, provided that you can show a clear plan of how you are working to meet targets over time.

### { Responsible } Employment

- What % of your staff are employed from within the local area?
- Do you actively promote from within and encourage staff progression? How is this supported?
- Are training opportunities available for all employees to enhance their skills and advance their careers?
- Have employees from the local area been given the opportunity for promotion with training to reach management positions within the business?
- When recruiting externally, do you advertise locally through Universities and Colleges to help people build a career within hospitality?
- Are there induction and training processes in place for new employees?
- How do you encourage feedback and involve employees in decision-making processes that impact their work and the company?
- What programs do you have in place to recognise and reward staff for their contributions and achievements?
- Is staff accommodation available, if required?
- Evidence of the responsible disposal of polystyrene food containers if used and a plan for their longer-term removal.

### { Responsible } Community Involvement and Charity

- Do you have good communication links with your local community – is there a facility for them to provide feedback and give suggestions in person or via email?
- How does the local community view your business involvement?
- Are seasonal offers considered for local people? For example, discounted initiatives for the local community (this can also support sales gaps)
- Have you identified a community initiative/charity where the vision, values and ethics align with those of your business (or that has a special connection to the business or a team member) where a realistic collaboration and commitment can be agreed upon that supports both parties?
- How are these initiatives/charities selected? Is there a set criterion that must be followed? Can team members nominate a charity?
- Have you undertaken due diligence when choosing your charity – checked their credentials?
- Have you considered volunteering opportunities either within the business or for team members to be able to support a local community initiative?
- How are proactive team members supported with their activities -Venue, fund matching, time off work to participate?
- Do you skill share to assist local community projects?
- Do you offer support in other ways such as sponsorship of a local event or project?
- Are steps taken to ensure all charitable involvement(s) (time/money/ product) are recorded for transparency purposes?
- As a business what % of your revenue do you invest back into the community or in local sustainability projects?
- Do you engage with local businesses/artists and allow them use of your venue to showcase their products/ work?
- Do you have agreed % discount rates available for smaller local businesses/ charities booking events with you?
- Do you prioritise the use of local suppliers?
- Do you consider using the reach of your social media platforms to support and promote smaller businesses and/or local community events and initiatives?
- How are successes celebrated? (yours and/or the charity's) through social media platforms/ website/ blog
- Do you have a soap donation/recycling scheme in place?



Remember, supporting a charity isn't just about raising money; it can be providing other resources such as volunteering a specialist skills, offering business resources, act as a charity ambassador or product sponsorship.

### { Responsible } Procurement

- Does the business try and use local where possible followed by supporting UK businesses before considering global options? If Global options are the products fairtrade?
- Do you hire local tradespeople to support large projects such as building works, refurbishments, and decorating as well as for smaller projects/more regular jobs such as using a local window cleaner?
- Do you measure the % of good and services procured locally with a plan in place to increase local sourcing where possible?
- Through secondary business spend, do you contribute to the local economy and support the local community (local supply chain/procurement)?
- Where possible, do you choose suppliers that use sustainable and responsible packaging materials, aiming to minimise the environmental impact?
- Is there transparency within the supply chain, from raw material sourcing to manufacturing processes, to ensure that ethical standards are maintained throughout the supply chain?
- Do you keep in touch with your suppliers regularly, meet (online or in person) to review ESG goals and values to ensure they are factored into any ongoing reviews, price negotiation and/or tender processes?

- If storage space allows, does the business consider bulk buying to minimise haulage miles?
- Is space used to its maximum gain? Have you considered utilising any underused space with zero-mile projects such as herb window boxes, a vegetable plot or even a smallholding.
- Are menus designed to support local and seasonal ingredients wherever possible that include vegetarian and vegan options to celebrate local produce and supply? (What % of menu ingredients are organic? The recommendation would be 80% of the menu offerings.)
- Do you have homemade touches? Celebrate their provenance but remember to list allergens.
- Does the Property offer in-room eco-friendly toiletries and use eco-friendly cleaning products backed by a responsible sourcing initiative?
- Do you ensure that any third-party laundry company if used, adheres to positive sustainable practises for example reducing laundry temperatures to 60°C?
- Do you have a no-single use policy and evidence of the responsible disposal of polystyrene food containers if used and a plan for their longer-term removal.

### { Responsible } Communication: Staff, Guests and Visitors

- How does the business collaborate with local businesses, organisations, and initiatives? And how is this promoted (e.g. websites, editorial articles, events, social media, blogs)?
- How active are your social media posts? Do they promote the local area, support local suppliers/promote a business of the month?
- Does pre-arrival information include local destination information? Low-carbon and authentic activities and tours (including where applicable information on local heritage sites and areas of specific ecological importance)?
- Is a map of the area included in your pre-arrival information to guests?
- Do you have a "What's On" tab on your website?
- Do you attend local Networking events?
- How do you ensure staff are confident in promoting their local area and its attractions including those which are Access friendly?
- Are staff aware of alternative transport options in the area for guests to use as an alternative to their car?
- How do you use training to develop teams in responsible behaviours and to educate guests?
- How is the business ensuring all staff are aware of any social and community involvement aims/objectives and expected outcomes? Is it a regular agenda item in department meetings/briefings?
- Do you engage with staff to establish a suggestion welcome culture where feedback is embraced and acted upon?
- How often does your green team/committee meet? Does it include a decision-maker to enable the team to affect change and a budget to do so?
- Do you have a governance structure which includes ownership at a senior leadership level?
- How are initiatives communicated to the wider team?
- How is success measured? And is this celebrated?.
- Is there a recognition of effort? Green team colleague/department of the quarter?
- Are customers presented with opportunities to contribute through volunteering or payback initiative? How is this communicated to guests and how is this included in your overall business results?



### { Ethical } Employment

- How is local employment encouraged?
- Do you actively engage with Colleges and Universities to encourage students into the hospitality industry?
- Do you offer employment to those lacking experience with a training package in place with regular reviews?
- Do you, or are you planning to, offer apprenticeships or a management-level internship with a local University?
- How do you ensure your recruitment process from advertisement to the interview is bias-free?
- Does your business pay NLW or above?
- Are there any other staff benefits being offered? Do they range by role? Are benefits offered to interns such as free accommodation?
- How do you monitor work-life balance perceptions? And do you have an evolving improvement plan in place?
- How do you focus on staff wellbeing? Are Mental Health First Aiders available?
- Does the company have an employee assistance program or a company health plan available to all staff?
- What is your staff retention/attrition rate? Are you monitoring the reasons, and can you see any patterns emerging (e.g. transient staff, part-time roles and employees moving on to other jobs or entering further education)? Do you have ways to combat this supported by senior management?
- Do you use an ethical/sustainable focused pension scheme and/or bank?

### { Ethical } Accessibility, Equality and Diversity

- Are staff fully trained and confident when dealing with AED enquiries and queries?
- Is your access statement/guide easy for guests to locate/published on your website?
- Does this document get regular review?
- Have you widened the scope over time to include neurodiversity policies and procedures?
- Do you have an accessibility lead to ensure all legislative changes are adhered to?
- Has a budget been made available for accessible developments with a schedule of required works?
- Have safety and evacuation plans been implemented (PEEP)?
- Are website accessibility guidelines adhered to (WCAG)?
- Is guest and visitor information available in a variety of formats? Do you have a staff member who is trained in British Sign Language?
- Are staff trained and regularly updated on menu ingredients to confidently deal with queries from guests?
- How are allergens clearly highlighted on menus?
- Have facilities for service dogs been considered?
- Do you offer support for carers/ free entry/ quiet rooms/ adjoining rooms/ discounted stays?
- Does your organisation support Special Educational Needs Disability visits?
- Is there evidence of involvement with local accessible groups and organisations?
- Is there an established work environment that can work for everyone? How do you manage requests for flexible or agile working?
- How do you raise awareness of diversity with your staff?
- Do you promote, discuss and celebrate all beliefs with both staff and how you position your marketing to drive customer diversity?



Guests want to be informed sufficiently to make their own assessment of whether accommodation is suitable for their unique needs. Consider large print, 360° tours, voice recordings and QR codes to broaden how the information you have available to guests is accessible to all.

### { Ethical } Cyber Security

- Do all new team members undergo GDPR induction training?
- Have considerations been given to the potential exploitation of public Wi-Fi?
- Are Wi-Fi passwords protected where available?
- Are passwords changed regularly?
- Is there joint responsibility for security? (holiday cover)
- Is the security of your systems (software/networks) and documentation checked? How often and by whom?
- What is the contingency plan if you do experience a cyber breach?
- Do you test your teams with exercises to understand how secure you are?

### { Ethical } Procurement

- How do you ensure that all suppliers are transparent about their credentials and wider supply chain?
- Is there a set criterion that new suppliers must meet?
- Is there an established schedule of regular supplier meetings including a review of their aligned goals and values?
- Are payment terms clearly stated for all suppliers and adhered to?
- Do you Encourage suppliers to continuously improve their ethical and responsible practices by providing support, guidance and incentives where possible?
- Are ethical and environmental considerations given when planning new building work or refurbishments? (timber sustainably certified timber, Volatile Organic Compounds (VOCs) found in paints and fuels, responsible builder code, inclusive contractors, etc).

### { Ethical } Communication: Staff, Guests and Visitors

- Do you regularly review and update your Responsible, Ethical and Sustainable policies making this available on your website and/or social media platforms?
- Can signposting to this be found within guest pre-arrival information?
- Do you promote and support ethical and inclusive businesses that align with your own business objectives on your social media platforms?
- Are all HR policies including Equal Opportunities (modern-day slavery where applicable) In place and regularly reviewed?
- Are team members encouraged to input views and opinions during team training and staff/department meeting?
- Do your job descriptions include specific ESG policy linked responsibilities? Could this easily be introduced at all levels to demonstrate a clear company ethos and recognise the integral role this has to play in success?
- How do you use training to develop teams in ethical behaviours and to educate guests?
- Are customers presented with opportunities to ethically contribute (QR codes to allow direct charity donations, bill round-up) How is this communicated to guests and how is this included in your overall business results?



**Feedback is always welcome! Ensure Responsible, Ethical and Sustainable practices are included when seeking customer feedback it will provide valuable insight into the values and concerns of your guests. Demonstrating how their feedback is influencing your decisions is a powerful marketing tool.**

## { Sustainable } Energy and Resource Management

### Energy

- Are energy-limiting key cards/ initiatives used in guest bedrooms?
- Does the lift have a standby mode (lights go off when not in use)?
- When monitoring energy usage how is the data reported? Is usage by occupancy as well as total value calculated?
- Is the data shared with the management team?
- How is the information used to identify reduction initiatives to cut consumption by at least 5% per annum?
- Does the business compensate for carbon emissions by purchasing certified carbon offsets (10% minimum target)?
- Can you demonstrate that your appliances (especially fridges) are energy efficient with accurate printed energy label(s) to the appropriate scale.
- How are back-office departments prompted to be more energy saving? 'last out lights out' signage, computers to be turned off when not in use, heating policy?
- Do any of your heating sources generate extra electricity that can be stored?
- Is the heating within the building as sustainable as possible?
- Has the business considered battery storage, or Battery Energy Storage Systems (BESS) which enable energy from renewables (e.g. Solar/Wind) to be stored and released when the business needs power most?
- If EV charging is allowed, is this covered by insurance and is there a policy in place for guest / external usage?
- If the property has a guest pool, is there a pool cover available and has a variable speed heat pump been installed to support energy savings?
- Has the property installed cooling systems that do not use hydrofluorocarbons (HFCs) but rely on hydrocarbons or natural refrigerants such as ammonium or CO2 where applicable?
- Has the business obtained an Energy Performance Certificate (EPC)? If yes has a review taken place to identify ways the rating can be improved?
- Is your energy supply being provided through a Green Tariff?
- Is there an empty room policy in place?
- How are successes celebrated? (yours and/or the charity's) through social media platforms/ website/ blog
- Do you have a soap donation/recycling scheme in place?

### Water

- Can rainwater be harvested for reuse throughout the business?
- Can grey water (water used in baths, sinks and washing machines) be saved in any area for use in another whilst still adhering to H&S requirements?
- Do you assess water usage alongside occupancy to identify any unusual spikes?
- Are grease traps being used and cleaned regularly? (Maintain records of removal if applicable).
- Has a cleaning materials/chemical usage audit been conducted in all areas? Are they being used in line with manufacturers' instructions? Is the correct dosage being used? Could other cleaning chemicals be considered?
- Could ultraviolet water treatment that improves water clarity, provides secondary disinfection, and reduces chemical usage be considered? (may require increased energy use)
- Do you have a policy and procedure for leaks? Is there a nominated team or team member responsible for assessing such a situation?
- Is there an empty room policy in place?
- Do you have a pool backwashing policy to control how often and how long if applicable?

### Gas/Oil/Fuel/Heating

- How are all services and maintenance (e.g. professional gas servicing, vehicle/tyre/MOT paperwork) recorded and are certificates kept for reference by the business?
- Do you have a Health & Safety Risk Assessment in place for any fuel spillage? (This should include a clear procedure and contact information).
- Has the business considered fitting thermostats on all radiators throughout the building to allow temperatures to be adjusted to meet your business needs in all areas?
- Would smart thermostats that can be centrally controlled and limit temperatures to comfortable levels for guests be a feasible option to reduce bedroom energy spikes and unnecessary cost?

- Do your boiler, pipes and windows meet minimum standards for insulation? (Ensure the Property has installed insulation in its outer wall and roof structure adhering to current building regulations and consider installing fully lined curtains/honeycomb blinds and sunshades in any future refurbishment plans).
- When permitted to do so are windows double glazed?
- Is a heat Recovery Ventilation system (HRV) in place? It is an energy recovery ventilation system that recovers wasted heat whilst supplying fresh filtered air improving the indoor environment for both staff and guests?
- How is guest messaging used to influence the consumption of natural resources?
- Could the business consider the use of Air Source Heat Pumps (ASHP) or Ground Source Heat Pumps (GSHP) to reduce the carbon footprint of the business?
- Could Combined Heat and Power (CHP) or Cogeneration units be used to reduce carbon emissions and cost?
- Could induction cooking methods be introduced?

### { Sustainable } Waste Management

- Does the business have a robust policy in place to deal with hazardous waste removal?
- Are used light bulbs safely disposed of and how?
- Is induction and ongoing training undertaken by team members to ensure suitable waste management procedures are understood?
- Do you source recycled supplies where possible such as recycled paper, toilet tissue, etc?
- Have you contacted your printing ink supplier with a view to sourcing recycling provisions?
- Do you make recycling as easy as possible for all by having clear signage/instructions on recycling expectations and initiatives for both staff and guests?
- Where appropriate (if possible/safe to do so) do you reuse and upcycle furniture, soft furnishings and fittings within the business?
- Do you offer items no longer needed within the business to staff members at a reduced cost and/or donate unwanted items to a local charity?
- How is your food waste policy implemented throughout the business? How is compliance measured including education of both staff and guests in food waste prevention and disposal?
- Is there consistent recording and monitoring of waste quantities, particularly those sent to landfill?
- What percentage of your waste is diverted from landfill? (Discuss with your waste removal company for a percentage/figures, this information may also be readily available on your invoices).
- How often do you engage with your suppliers with the aim of reducing packaging where possible?
- Where single-use items are in use (e.g. individual jars of jam at breakfast) can these items be recycled or better still an alternative solution sourced?
- If guests bring single-use bottles to site, is tap water freely available to offer refills?
- Have you gone digital where possible? Is your website used to supply information to guests (QR codes etc)?
- Do you have a print policy for all back-office functions? And a longer term paperless strategy?



**Buying cheaply is not always cost-effective! Replacement costs vs initial expenditure costs should always be considered. The savings you can make may surprise you.**

### { Sustainable } Travel and Transport

- If you have a fleet has the environmental impact been reviewed, e.g transition to electric, group travel, public transport, on-line team meetings?
- Do you consistently record business mileage and usage to be able to assess impact?
- Do you offer on-site staff accommodation?
- Would you consider subsidising bus/train travel for staff?
- Do you promote car sharing?
- How do you promote the use of public transport to both staff and guests?
- If staff walk or cycle to work are there shower/changing facilities available if needed?
- Is a staff minibus available?
- Do you offer loan assistance/salary sacrifice scheme to purchase a hybrid/electric vehicle?
- Do staff have access to their own electric charging point?
- Are electric charging points available for customer use? Is there a usage etiquette policy in place?
- Do you offer incentives to guests arriving by public transport?
- Are local charging points promoted at the pre-booking stage to reduce 'range anxiety'?
- Are group guest transfer services available?
- Do you offer bike hire/electric bike hire or recommend/offer a discount with a local supplier?
- Has bicycle storage been provided, is it secure?
- Are local walking routes promoted to guests?
- Are curated linked itineraries with places of interest and public transport promoted to guests?

### { Sustainable } Wildlife and Ecology

- Does your outside space have a water supply for wildlife for example bird bath, water feature, wildlife pond?
- Have you gone native with planting, or can you evidence other methods of ecosystem support/investment?
- Have you considered drought-tolerant planting and landscaping to reduce irrigation needs and water use?
- Have you completed any rewilding projects and are these being maintained?
- Do you make your own compost/use peat-free products?
- If/when pest removal services are required have you ensured that professional services are engaged?
- Do you control the use of chemicals/fertilisers/pesticides?
- Has bio-diversity management been considered? (You may want to include invasive species/protected species surveys).
- Is the business involved in any educational programmes, local projects?
- Have any nature trails been created as part of the guest experience



Do you have any outside space, even if it's small? Is this area supporting wildlife in any way? Get creative sharing your initiatives with guests on your social channels. Habitat enhancements could include bee/insect/bird friendly planting or bird/bat boxes, feeders, bug hotels, wormeries, and animal corridors.

### { Sustainable } Communication: Staff, Guests and Visitors

- Is there a Sustainable mission statement available on your website and social media platforms?
- Is core ESG performance included in key communications with stakeholders (this includes customers, staff and investors)?
- How do you ensure all staff are aware of your ESG initiatives and can speak confidently about them to guests and supplier if needed?
- Do you arrange training sessions/webinars for team members who can then put in place the best practices discussed during the sessions? How is everyone kept involved and updated on such initiatives and projects to drive engagement?
- Is relevant information available digitally to guests throughout the property / during their stay (QR codes) ?
- How do you celebrate and promote the initiatives you have introduced (and why) to your customers?
- Are In-house Initiatives being promoted through advertising such as booking platforms, websites and social media?
- How are achievements such as meeting waste reduction/water usage targets being promoted?
- Do you promote any business involvement with local sustainability projects? What were the achievements and where is it celebrated?
- Do you use blogs/ social media posts to announce investments in projects such as energy reduction upgrades, fitting of solar panels, water harvesting etc?
- Do you confidently promote any accreditations you may have achieved?



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