

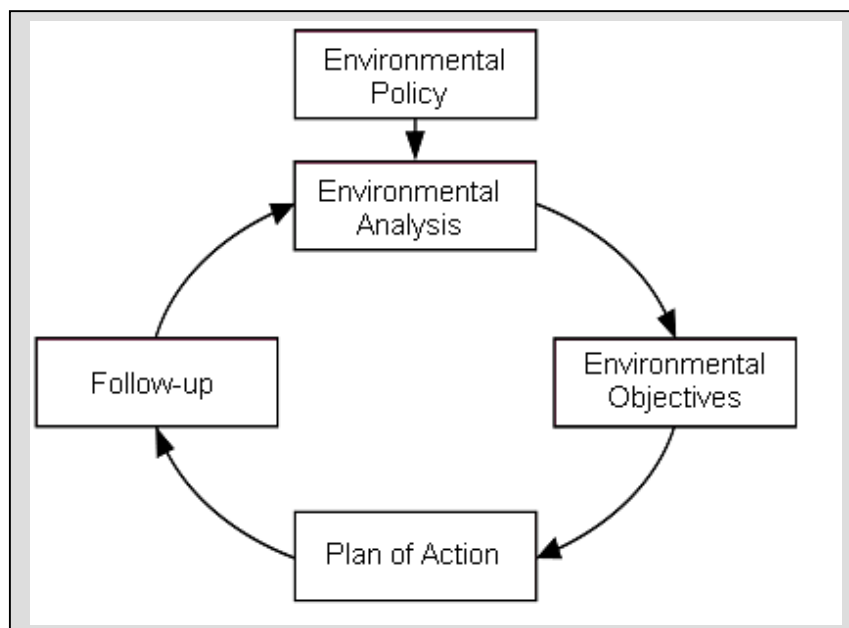
I. Environmental management



The purpose of environmental management and The Green Key is to reduce the consumption of resources by integrating a systematic working method.

On a general level, environmental management is made up of five main components:

- An environmental policy of the business formulated to express the vision for its environmental activities
- An analysis of how the business have an impact on the environment and from this to work out a list of where and how the environment is effected
- Environmental objectives which depict how the business intends to live up to the environmental policy
- A plan of action, that is to say the precise steps and actions the business intends to take in order to fulfil the environmental goals
- A follow-up on the actions – have the business achieved the aimed results?



The Green Key national operator should offer the businesses help for phrasing the environmental policy, goals and the plan of action.

Environmental policy

Formulating the environmental policy is the first step to be taken. It should state the visions of the business regarding environmental concerns. Usually the environment policy is no longer than half a page. (For more information, please see additional explanation for the criteria under I.2.)



Example of an environmental policy

As a responsible business we will try to choose options, which contributes to protect the environment and the natural resources.

We want to:

- Keep up and develop our environmental efforts by saving energy and water and by using products having low impact on the environment
- Discuss environmental questions in an open and positive dialogue with customers, staff, authorities, suppliers, organisations and other having an interest
- Prompt our suppliers to deliver services and products living up to our environmental level

Environmental analysis

The next step in environmental management is getting an overview of the impact of the activities of the business on the environment by doing an environmental analysis. The environmental analysis should include registration of the following:

- Electricity and heat consumption for the business as a whole, as well as specifically for areas where there are high levels of consumption, for example the kitchens, guestrooms and swimming pool areas
- The water consumption for the business as a whole, as well as specifically for areas with high levels of consumption, for example the kitchens, guestrooms and swimming pool areas
- Consumption of detergents and an evaluation of the environmental effect of the detergents. (if linen service is provided by an external company, similar registration should be carried out there)
- Consumption of cleaning materials and soap/shampoo, as well as an evaluation of the environmental effect of these products
- The amount of waste produced by the business. If possible it is advantageous to categorize the waste for example as kilos of biodegradable waste, kilos of paper waste, kilos of metal waste etc.
- Other impacts on the environment

An essential part of the environmental analysis is also clarifying where the business can reduce its consumption.

Environmental objectives and a plan of action

Based upon the environmental analysis, realistic objectives are set in order to determine how the environmental policy can be met. Special attention should be given to areas where there is a discrepancy between the policy and the actual situation. The environmental goals should be very specific, stating for example how many percent the energy consumption should be reduced by, how waste separation should be planned and carried out, and which foods could be replaced by organic products.



Example of concrete and measurable environmental objectives

We have decided to work with the following environmental objectives:

- Save 10 % on the water consumption before the end of the year
- Reduce the energy consumption per guest by 5 % before the end of the year
- Purchase organically produced foods for 10 % of the total budget for foods
- Inform all our suppliers about our environmental activities by sending out a letter in December
- Inform all our staff about our environmental activities by arranging a project day on 10. October. In the future we will arrange meetings every quarter to keep the staff informed about the activities

After setting the environmental goals, a plan of action is elaborated which describes how to reach the agreed goals. The plan of action must contain:

- A time schedule for the fulfilment of the individual goals
- Clear assignation of responsibility
- An account of resources allocated to reach each goal

Example of a part of a plan of action

Objective:	The water consumption is reduced by 10 % per guest before the end of the year
Responsible:	John Smith
Objects:	All toilets must be water saving. John Smith finds out how many of the existing toilets have a flush of more than 6 litres per flush. John Smith gets estimates for the replacements needed. John Smith enter into a contract with supplier and inform the staff about the replacements.
Budget:	3.400 EUR and 25 hours for John Smith are set aside.
Time schedule:	October – December
Follow-up:	January

I. Environmental management



It is essential for the plan of action to be carried out in cooperation between Management and staff. Taking an active part in formulating the plan of action often creates a high degree of motivation among staff members. The Green Key national operator can also take part in these staff meetings, should the business require their presence.

Other certification systems

Please note that applicants with an Environmental Management System registered under the EMAS regulation or certified according to ISO 14001 automatically fulfil the mandatory general management criteria.

Additional explanations for the criteria

Mandatory criteria

I.1	The environmental manager is responsible for the environmental matters and functions as the controlling unit of the business. This person is also The Green Key national operator's contact within the business.
I.2	The environmental policy of the business should describe the level of ambition and aims for its environmental performance. As the environmental policy is a general statement concerning environment conditions, it is not supposed to deal with specific issues and the handling of these. The environmental policy should obligate the business to make continuous improvements of the environmental conditions. The environmental policy can be elaborated in cooperation with the staff and should be phrased in a way that obligates both Management as well as staff members to contribute to the environmental work. The policy should be ready no later than six months after the business has been awarded The Green Key and should be signed by the chief executive of the business.
I.3	<p>The goals and plan of action should reflect constant improvement and thus lead to continual reduction of environmental impact. The plan of action should:</p> <ul style="list-style-type: none">▪ Cover the significant environmental aspects of the individual business▪ Contain measurable and timed goals that give concrete environmental improvements▪ Take comments and complaints from guests into account▪ Be documented▪ Be revised and followed up <p>The business should work with at least one environmental goal at all time.</p> <p>The goals and the plan of action should be ready no later than six months after the business has been awarded The Green Key.</p>



I.4 The binder containing relevant documentation concerning The Green Key should at least contain:

- The environmental policy
- The environmental goals
- The plan of action
- Documentation for the annual follow-up (please see section I.6.)
- Information about the energy and water consumption of the business
- Information about subcontractor agreements
- Environmental training plans
- Summaries from staff meetings concerning environmental undertakings

I.5 It is important for the business to keep up-to-date with relevant legislation.

I.6 As the business should follow up every year to ensure compliance with The Green Key criteria, the application form should be used as a checklist. The environmental manager should sign the application form as documentation of his/ her review. The Green Key national operator is responsible for checking this every year. Also, The Green Key national operator is responsible for keeping up the procedure for the yearly verification.

I.7 (No additional information)

Optional criteria

The business could establish active collaboration with relevant stakeholders in order to improve the general environment. These stakeholders could be environmental NGO's, local governments and other authorities, local residents, etc. The idea behind this optional criterion is for the business to play an active role in creating environmental awareness in their local area and promoting environmentally friendly practices.

II. Staff involvement



Staff should be heard and motivated

Though environmental management is a strategy decision taken on management level, it is difficult to implement without active participation from the staff. It is important for the motivation and the quality of the environmental work that the environmental manager and other staff members receive environmental training.

Additional explanations for the criteria

Mandatory criteria

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| II.1 | Management should at least once a year have a meeting with the staff to brief them on issues concerning consumption of electricity, water and heating, as well as to introduce plans for new environmental initiatives. The meetings should prepare the staff to enter a dialogue with the guests about the environmental undertakings of the business. Management should also encourage staff participation and welcome ideas to further the environmental undertakings. When planning the meetings, consideration should be taken regarding seasonal workers in order to ensure as much participation of the staff as possible. |
| II.2 | The environmental manager and Management should meet at least twice during the year, thus ensuring that Management is kept up-to-date with the environmental status of the business. These meetings also create a forum on management level where new initiatives can be considered. |
| II.3 | A training course in environmental issues should be held no later than six months after The Green Key has been awarded or six months after employment of a new environmental manager. These meetings should be used to inform the relevant staff about how far the business is in carrying through the plan of action and achieving the environmental goals. They also represent a forum for exchanging information, ideas, tips, good advice, etc. The courses can be held by The Green Key operator or through other courses held at tourism organisations, universities, technical schools, by environmental NGO's or the like. The international co-ordination have made a suggestion for a Green Key staff training course, which is available for the national operator. |
| II.4 | Ensuring that all the employees have knowledge about the environmental undertakings of the business gives an understanding of the possible environmental impact of their work and the benefits that can arise from improved individual efforts. Insofar as not all staff members take part in the training courses, staff can be kept informed through memorandums, newsletters, etc. |

III. Guest information



The guests should be informed about the environmental activities of the business. This allows the guests to know how they can contribute to the environmental effort, but also makes the environmental undertakings of the business visible to the guest.

Environmentally aware guests

An increasing number of guests are concerned about the environment and would like to be informed about the environmental undertakings of the business. The information material should be as accessible as possible that is available at the reception desk, in the informational folders placed in the rooms, etc.

Additional explanations for the criteria

Mandatory criteria

III.1	In order to keep the Green Key a valuable marketing tool, it is necessary for all awarded businesses to clearly show the diploma.
III.2	The business should inform the guests through easily available information: That they are staying in a business with The Green Key and are therefore contributing to reducing the impact on the environment How they can contribute further to environmental improvements by: <ul style="list-style-type: none">▪ Saving water and energy▪ Turning off the lights when leaving the room▪ Limiting airing rooms with thermostat heating control or air-conditioning
III.3	The information material about The Green Key should be visible and accessible to the guests as information folders. It is sufficient to present photocopied leaflets or professionally produced brochures with an additional sheet containing information about current environmental undertakings, green activities and public transports. The environmental information can also be presented on the information TV channel in the rooms.
III.4	In order to help the front desk staff in being able to give an account of the present environmental undertakings of the business, a written guideline could be elaborated for the desk personnel. This guideline should always be available at the reception desk. Being able to guide guests in what environmental activities are available in the local area strengthens the environmental profile of the business.
III.5	In order to reduce the environmental impact of transportation within the local area, the business should encourage guests to

III. Guest information



use the public transportation system.

III.6 (No additional information)

Optional criteria

A questionnaire supplying feedback can give an indication of what the guest knows concerning the environmental undertakings of the business. It can also give an indication of how high the guest values environmental management, which may be helpful for the marketing department in the business.



The consumption of water is an important environmental issue as it is a limited resource, but also because discharged water can be a threat to the environment. Areas of high water consumption are the guestrooms, the kitchen (especially dishwashing) and cleaning in general.

It is possible for many businesses to achieve reductions in their water consumption of 10% to 20% by complying with the criteria of The Green Key. For suggestions on how to reduce the consumption of water, please look in “additional explanations for the criteria”. Also, the business can contact the local plumber, other Green Key businesses or The Green Key national operator. There are many possibilities and the costs are in most cases few.

Key figures

The national operator could elaborate a registration sheet, which can be used to registration of the consumption of water. Also, the business could elaborate its own registration sheet as a spreadsheet on a computer. The registration sheet could calculate the key figures for water consumption at the business:

- In relation to turnover
- In relation to percentage of reservations
- In relation to other indications of the rate of activity at the business

By using the registration sheet, it is possible to determine whether an increase in water consumption can be explained by a corresponding increase in activity.

Additional explanations for the criteria

Mandatory criteria

IV.1	The business should register its total water consumption at least once a month. Every three months, the data could also be expressed as consumption per overnight stay or per m ² of the indoor area. As far as any essential changes occur, the business should implement corrective actions.
IV.2	<p>The toilet cisterns can be adjusted in order to limit the water flow without compromising the comfort of the guests. Insofar as it is not possible to adjust the water flow from the cistern to 6 litres, or if the drain clogs up by the mentioned amount of flush water, a written statement from an expert or the city’s technical administration concerning the lowest recommended amount of flush water should be provided to the national operator. An assessment of the possibilities of lowering the amount of flush water to no more than 6 litres is also required.</p> <p>Please note that this criterion includes newly purchased toilets in the guest bathrooms as well as in the personnel service areas.</p>
IV.3	Dripping taps and leaky toilets, in the guest bathrooms as well as in the personnel service areas, are not allowed. There



	should be a plan of action for who is responsible for checking visible leaks and how to take action when necessary.
IV.4	The user of the toilet should be requested to throw away napkins, etc. in waste bins instead of the toilet so as to limit the amount of water flushed as well as to prevent clogging of the pipes.
IV.5	Water flow from showers, in the guest bathrooms as well as in the personnel service areas, should not exceed more than 9 litres per minute. Many hand showers have water saving valves built into the handle.
IV.6	Water flow from taps placed at washbasins in the guest bathrooms as well as in the personnel service areas should not exceed more than 8 litres per minute. To ensure a minimal consumption of water, water filters that mix water with air can be installed on the taps. Other devices that limit the flow of water from taps are also useful.
IV.7	Urinals are not allowed to use more flushing water than necessary, for instance by installing movement detectors, "push-button" systems, etc. Also, urinals not using water could be installed. This accounts for the guest restrooms as well as in the personnel service areas.
IV.8	(No additional information)
IV.9	Placing the dishwasher instructions and recommendations near the machine allows easy access for the staff.
IV.10	All wastewater should be treated. The business should ask local government for its wastewater plan, which should be followed. If it is not possible to be hooked up to the local sewage plant, the business should have its own treatment system that meets the requirements of relevant national and international legislation.
IV.11	It is important for the business to keep up-to-date with relevant health legislation.

Optional criteria

Newly purchased dishwashers are not allowed to be conventional domestic appliances, unless this is the most reasonable solution from an environmental point of view, because domestic dishwashers usually use more water and energy than professional ones.



Areas with a high degree of water consumption are usually kitchens and swimming pool areas, though not exclusively so. The water consumption in these areas could be measured and registered separately, so it is easier to monitor developments in water consumption in the rest of the business.

The business should declare to the water authority its willingness to switch to a different water source (e.g. ground water, surface water) if local water protection-plan studies show evidence of a high environmental impact from using its current source of water.

V. Washing and cleaning



Washing and cleaning articles contain agents that are harmful to the environment. Therefore, it is important to limit the use of these products as much as possible. This can be done by avoiding unnecessary washing and cleaning as well as using the correct dosage.

Additional explanations for the criteria

Mandatory criteria

V.1 Signs should be posted in the bathroom and restrooms informing the guests that sheets and towels only will be changed upon request. These signs could be produced by the Green Key national operator or by the business itself. Please note that the signs are only obligatory for businesses that offer towels as part of their service.

V.2 Newly purchased chemical cleaning products and products for washing are not allowed to contain agents that are on The Green Key's list of "Requirements related to cleaning and washing articles in Green Key businesses." This list could be found at the website www.green-key.org.
The agents in the cleaning articles are stated in the article's product description. The product description can be obtained from the supplier. The environmental manager should go through the product descriptions with the cleaning staff paying special attention to dosage, security precautions and other instructions concerning correct use. It should be possible for the business to get help from The Green Key national operator.

If the business employs a professional cleaning company, the subcontractor should comply with the criterion for cleaning stated above. By asking for a copy of their product descriptions, it is possible to check the detergents used.

If it is possible, the business or subcontractor should use products that hold an eco-label.

V.3 Disinfectants such as chlorides are very hazardous to the environment and should therefore only be used rarely and according to legal requirements.

V.4 Contact the supplier of cleaning and washing detergents to find out more about automatic dosing systems and dosing pumps.

V.5 (No additional information)

Optional criteria

Criterion V.5 is optional for countries outside Europe.

VI. Waste management



Waste has a great effect on the environment because it can be difficult to remove in an environmentally friendly way. Waste also represents resources that are not fully utilized. The environmental effect from waste can be reduced not only by decreasing the amounts of waste generated but also by separating it into different categories for recycling. Some waste management companies have hired waste consultants to give tips and advice regarding waste reduction and separation.

Additional explanations for the criteria

Mandatory criteria

VI.1	It is important for the business to keep up-to-date with local or national waste management facilities. Possible separation categories could be: Biodegradable Metals Batteries Glass Paper Plastic Returnable bottles Etc.
VI.2	(No additional information)
VI.3	Instructions for the staff on how to separate and handle waste should also be done using illustrations to ensure the foreign staff members fully comprehend.
VI.4	(No additional information)

Optional criteria

<p>One-use toiletries such as shampoo, soap, shower caps etc. should not be used in rooms. Alternatively, a sign could be posted in the guest bathrooms informing of the possibility of obtaining various disposable products at the reception desk. This decreases the amount of products used. (Please note that such an arrangement could have an effect on the classification of the business.) If the business offers shampoo in the bathroom as part of their service, the shampoo could be put in dispensers. It is also possible to offer shampoo that could be used as body shampoo as well.</p>
<p>In order for guests to have the possibility to separate waste, waste containers clearly showing which waste to throw in should be placed in the restaurant, in the halls close to the rooms, in holiday houses and parking areas. Information concerning this should be easily available and clearly explained in the rooms in the information material and/or on the</p>

VI. Waste management



information TV channel. The waste containers should not be placed close to escape routes and emergency exits. Also, it is a good idea to consult the local chief fire officer to authorize the waste container site.

Single dose packages: no additional information

The amount of waste could be further reduced if the suppliers agree to take back the transport containers, that is plastic cans, expanded polystyrene boxes, plastic boxes, and the like. Let the demand about taking back transport containers enter into the agreement made with the suppliers.

VII. Energy



The consumption of energy of the business is important because producing energy can damage the environment. Energy levels can often be reduced by keeping an eye on the consumption and by reacting to unusual patterns. Furthermore, energy can be saved by maintaining technical installations and by complying with the required control of ventilation systems, heat generators, etc. Businesses that have been awarded The Green Key should minimize their energy consumption also by maintaining electrical installations, for example regularly defrosting freezers as well as cleaning the cooling aggregates, evaporation surfaces and heat exchanger surfaces in ventilation plants.

Key figures

The national operator could elaborate a registration sheet, which can be used to registration of the consumption of energy. Also, the business could elaborate its own registration sheet as a spreadsheet on a computer. The registration sheet could calculate the key figures for energy consumption at the business:

- In relation to turnover
- In relation to percentage of reservations
- In relation to other indications of the rate of activity at the business

By using the registration sheet, it is possible to determine whether an increase in energy consumption can be explained by a corresponding increase in activity.

Additional explanations for the criteria

Mandatory criteria

VII.1	The business should register its total energy consumption at least once a month. Every three months, the data could also be expressed as consumption per overnight stay or per m ² of the indoor area. As far as any essential changes occur, the business should implement corrective actions.
VII.2	Heat control should be implemented to ensure that the heat is turned off or lowered to 18 degrees when rooms, holiday flats or holiday houses are not let out. Similarly, the air-conditioning should not be set below 25 degrees when accommodations are not let out. These control functions can also be done manually.
VII.3	Ensuring that all windows have an appropriately high degree of thermal insulation according to the local climate should be arranged no later than six months after The Green Key has been awarded.
VII.4	In order to ensure that the heat / cooling exchanger of the ventilation plant functions optimally, it should be cleaned regularly.
VII.5	Fat filters in the exhaust are cleaned once a week.



VII.6	Control of ventilation should be introduced so that it is shut down or reduced in common rooms and kitchens when these areas are not in use.
VII.7	This is necessary to reduce the energy consumption of the refrigerators, cold stores, heating cupboards, ovens, etc.
VII.8	(No additional information)
VII.9	(No additional information)
VII.10	Refrigerators are turned off when holiday flats and holiday houses are not let out for a period of at least one week.
VII.11	Televisions are turned off when holiday flats and holiday houses are not let out for a period of at least one week.
VII.12	By replacing ordinary light bulbs with energy efficiency light bulbs in areas where the light is on for at least 4 hours a day the investment will be earned back in less than a year. It is also beneficial to use energy saving light bulbs in areas where the average time that the light is on is more than 2 minutes.
VII.13	(No additional information)

Optional criteria

<p>An energy consultant should visit the business within one year after The Green Key has been awarded and thereafter at least every three years. Based upon the visit, the energy consultant, or advisor from the local environmental office, should make a plan for saving energy. This plan should include at the least a rough estimate of costs, as well as an indication of how much energy is saved and an estimation of when the investment will break even. The plan should be sent to The Green Key national operator one month after the visit from the consultant at the latest.</p>
<p>Heating from electric panels: no additional information</p>
<p>The business could use renewable energy from solar heat systems, bio furnace, geothermal heat, and wind power.</p>
<p>Ventilation plants: no additional information</p>

VII. Energy



Automatic light systems: no additional information
Unnecessary outside lights could be turned off automatically using on/off timers, movement sensors, twilight relay or the like. These light systems contribute considerably to limiting the consumption of energy.
Separate electricity meters in strategic places: no additional information
Air-conditioning automatically switching off: no additional information
The insulation: no additional information
The heat recovery system: no additional information



VIII. Food and beverage

Good reasons for using organically produced foods

When selecting products for the restaurant it is possible to indirectly affect the environment by selecting products that have been produced organically, taking into account not only the environment but also animal welfare. When choosing an organic product, ensure, as much as possible that it is indeed an organically grown product, i.e. that it is controlled and authorized by the correct authorities.

Products should also to the greatest extent possible be produced locally. This not only stimulates the local economy but also limits the effects of transportation on the environment. If possible, the products should also hold a quality label of national or international recognition.

Additional explanations for the criteria

Mandatory criteria

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| VIII.1 | The business should register its purchase of labelled foods. The national operator could elaborate a registration sheet, which can be used to registration of the percentage of organically or locally produced products. Also, the business could elaborate its own registration sheet as a spreadsheet on a computer. |
| VIII.2 | By using the registration sheet described above, it is possible for the business to guarantee that the percentage of labelled foods is the same or is increasing. |

IX. Indoor environment



Environmental concerns are not limited to the external environment but also to the internal surroundings. Creating a pleasant interior is good service for the guests and it strengthens the image of the business as being environmentally friendly.

Additional explanations for the criteria

Mandatory criteria

IX.1 Polluting elements include noise, odour, hazardous materials such as asbestos, etc. Please note that this criterion also includes staff areas and the working environment.

IX.2 The no-smoking section should be clearly marked using signs. In a seminar centre where the guests dine together in teams it can be difficult to point out a no-smoking section. In such businesses, the criterion is met if the host / seminar leader is made aware that there is a no-smoking section in the restaurant.

IX.3 No-smoking rooms should be clearly marked using signs.

IX.4 (No additional information)

Optional criteria

(No additional information)

X. Parks and parking areas



Environmental management also extends to the premises of the business because chemicals used can have detrimental effects on the environment, for example by seeping into the ground water.

Additional explanations for the criteria

Mandatory criteria

X.1	As no chemical pesticides or fertilizers should be used on the business' premises, an alternative could be to use gas flames or mechanical herbicides. By using gas flames the best effect is achieved if the plants are not burned down to the ground but rather just scorched.
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X.2	(No additional information)
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X.3	(No additional information)
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Optional criteria

If the business has garden waste it could be composted, thereby reducing the energy consumption for incineration.

Collecting rainwater: no additional information

XI. Green activities



The Green Key promotes environmental awareness not only through environmental management but also by offering guests the opportunity to experience nature. In order to get an overview of possible outdoor activities in the local area, the business or the national operator can contact the municipality or local tourism office. Park rangers and nature guides can also be of assistance in informing about activities in nature.

Lunch in the open

A good idea is for the business to offer the guests the opportunity to buy lunch boxes and rent blankets and cutlery for a picnic. It is also a good idea to enclose information about areas with nature or parks where lunch can be enjoyed in these picnic-kits. If the business does not serve lunch, the business could make an arrangement with restaurants or take-out diners that do.

Additional explanations for the criteria

Mandatory criteria

XI.1 The front desk staff should be able to guide guests in choosing an appropriate outdoor or “green” activity, for example sailing, canoeing or going for a walk. Being able to guide guests in what environmental activities are available in the local area strengthens the environmental profile of the business.

XI.2 Information regarding prices and places to rent bicycles should be easily available at the front desk.

Optional criteria

If the business gives the guest the opportunity to rent bicycles, information about this service must be easily available.

The business could sponsor green activities in the local area, for example by helping local organizations clean watercourses, plant trees or the like. For more information on how the business can contribute to a better local environment, please contact local NGO’s and the municipality.

XII. Administration



The Green Key business should incorporate environmentally friendly practices in its own business but also expect it of its suppliers. This also affects the procurement practices of the business, i.e. the business should to the greatest extent possible purchase products that have an eco-label or buy from businesses that have incorporated environmental management.

Additional explanations for the criteria

Mandatory criteria

XII.1 All criteria in the criteria set applies for both guests and staffs. As an example, water flow from taps must not exceed more than 8 litres in both toilets for guests and for the staff.

XII.2 (No additional information)

XII.3 When the business makes new deals concerning the production of office stationery, brochures or other publications, the paper should be awarded with an eco-label or be produced at a company with an environmental management system.

XII.4 As far as possible, the hairdresser saloon, spa facilities, etc. should comply with the same criteria as The Green Key business itself.

Optional criteria

Newly purchased durable products are for example bed linen and towels.