



PATINA MALDIVES,
CAPELLA HOTEL GROUP

CLIMATE ACTION FOCUS AREAS



SUSTAINABILITY



MEASURING &
MONITORING



TEAM ENGAGEMENT
AND RETENTION

CASE STUDY

CAPELLA HOTEL GROUP

ABOUT US

The Capella Hotel Group is a luxury hotel management company, operating two hotel brands: Capella Hotels and Resorts and Patina Hotels and Resorts. Its contract management portfolio comprises 9 luxury properties in 7 destinations, including Singapore, the Maldives, Bangkok, Shanghai and Sydney. All properties have achieved EarthCheck Silver or EarthCheck Bronze Awards. In 2022, the Group entered into the SBTi (Science Based Targets Initiative), through which its carbon emissions are being scientifically validated and tracked.

“ The Capella Group mission is built on our role as Custodians of Culture and Heritage. We believe in our mission, the importance of youth and our responsibility to provide future generations with the same access to nature as this one enjoys. ”

Clive Edwards, Senior Vice President Operations
at Capella Hotel Group



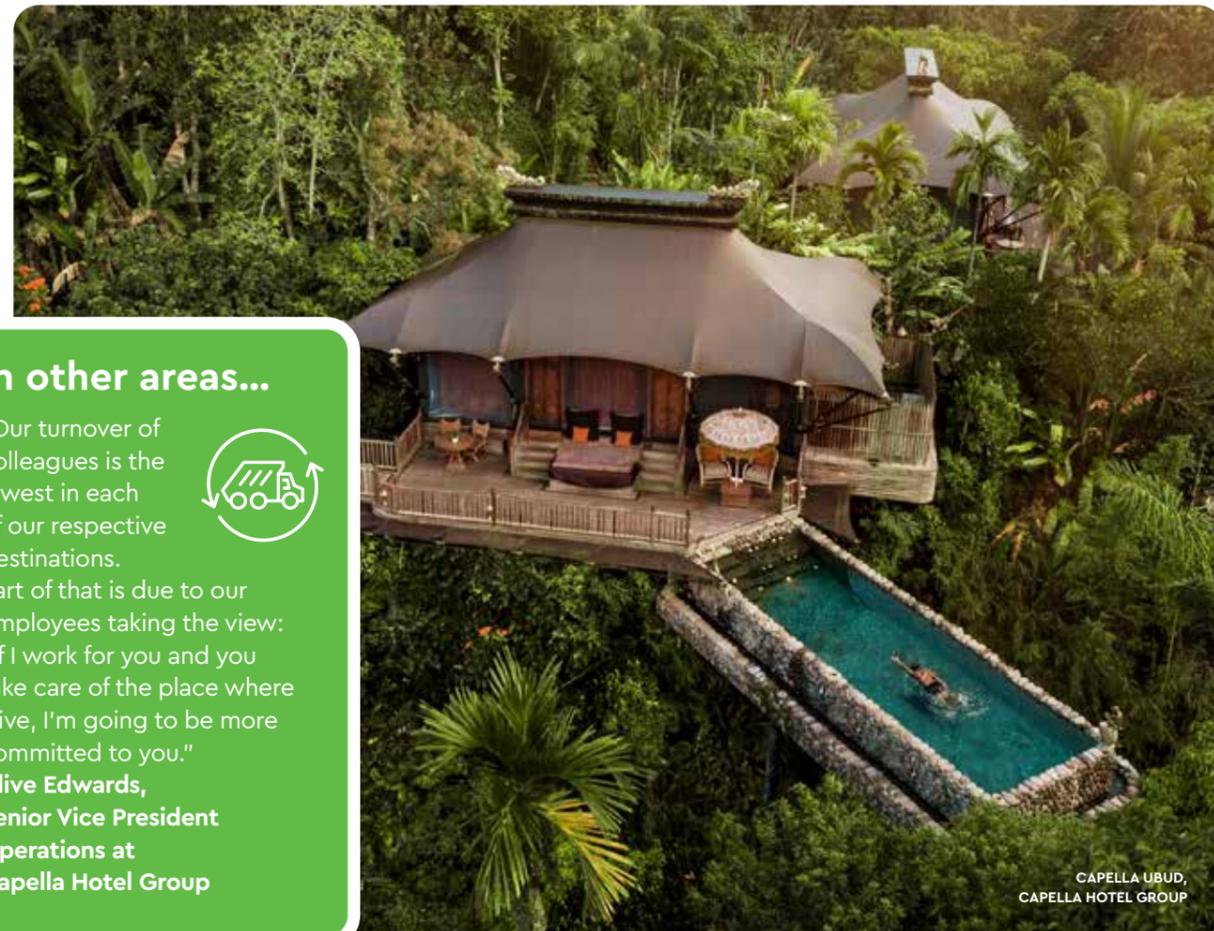
Custodians of Culture and Heritage

GETTING STARTED

"The Capella Group mission is built on our role as Custodians of Culture and Heritage. We believe in our mission, the importance of youth and our responsibility to provide future generations with the same access to nature as this one enjoys. To get started, we sought out a partnership with Earthcheck, which provided the roadmap for gauging performance and

identifying areas where we could improve. To allow us to build sustainability into operations across all properties, we focused on methodology, processes, data, reporting and building engagement of both owners and our teams."

Clive Edwards,
Senior Vice President Operations
at Capella Hotel Group



CAPELLA UBUD,
CAPELLA HOTEL GROUP

In other areas...

"Our turnover of colleagues is the lowest in each of our respective destinations. Part of that is due to our employees taking the view: "if I work for you and you take care of the place where I live, I'm going to be more committed to you."

Clive Edwards,
Senior Vice President
Operations at
Capella Hotel Group



SUSTAINABILITY AS A CORE BUSINESS PERFORMANCE INDICATOR

The Capella Group measures itself against five Key Performance Indicators (KPIs): Finance, Human Resources, Quality Processes, Customer Experience and Sustainability. The Sustainability KPI is assessed against four variables: Carbon Emissions, Water Quality, Social Impact and

Waste Management. Each General Manager is given a data-driven target for performance against these variables and reports on progress during monthly meetings. The incentive structure for managers is connected to the sustainability performance of the property.



MEASURING AND MONITORING

The Group's goal, in each region it operates, is to become a leader in sustainability action. The approach to achieving this is methodical and process driven. This includes four steps. First, establish the starting point of each property by gathering data. Second, set incremental goals (on average, a 5% improvement target is set). Third, report on progress against goals periodically. Fourth, set new targets.



CAPELLA BEACH,
CAPELLA HOTEL GROUP

“ To avoid sustainability being just an abstract concept, we needed to introduce clear processes and then train the team on the processes. This ensures consistency across the whole Group and provides the framework for our annual audit. We are small right now and this allows us to adapt quickly. We want to get this right from the beginning so that when we grow to a larger portfolio, we will have achieved mastery in this area. ”

Naruphon Narithanasarn, Quality Assurance Manager
at Capella Hotel Group





TEAM ENGAGEMENT AND RETENTION

The Capella Group is also methodical about securing team engagement to achieve the overall sustainability goals. Here are the main elements:

- ✔ make it fun
- ✔ ensure General Manager and Leadership Team are supportive and vocal on sustainability
- ✔ set up a Green Team at each property
- ✔ provide training related to the sustainability objective
- ✔ recognise and reward great ideas and projects
- ✔ encourage team members to make Green Suggestions
- ✔ intentionally ensure a continuous drip-feed of language relating to sustainability. Reinforce goals and successes often
- ✔ conduct an annual audit that provides evidence of progress and innovation from the team

The Group's goal is that each Property Leader and their Department Heads will become certified through EarthCheck by December 2022.

SUSTAINABILITY IN CONSTRUCTION

The Fari Islands Development benefitted from the extensive use of offsite manufacturing technology known as 'Mass Engineered Timber' or 'MET'. Compared to conventional materials and construction methods, the use of MET helped reduce carbon emissions by over 6,000 tonnes after production and transportation. This is the

equivalent of removing 1400 cars from roads for a year. The Fari Islands Development attained the PEFC Project Certification (Programme for the Endorsement of Forest Certification) under which a third-party audit process examines the supply chain of the specialist mass timber builder, including their use of non-timber resources and fair labour.

MET uses wood bonded together in layers to create strong and sustainable planks, posts, beams and other structural elements. Mass timber materials are designed to achieve the same strength ratings as non-wood materials such as concrete and steel but at a much lighter weight. Using MET in construction makes the supply chain more sustainable by reducing the carbon emissions during production and shipping.



Top Tip

"Awareness is 80% of the work. It's the biggest indicator of success. You have to build awareness that you have a programme in place and that sustainability isn't something just added on to normal operations. We work hard to ensure every person in every position knows that sustainability is part and parcel of daily operations, that every person knows what they can do to contribute. My best advice is to institutionalise sustainability into each individual's job function, from senior leaders to front-line colleagues."

Clive Edwards,
Senior Vice President
Operations at
Capella Hotel Group

About climate action

This case study is part of Fáilte Ireland's suite of climate action business supports, helping tourism and hospitality businesses on their climate action journey.

Find out more at [Climate action \(Failteireland.ie\)](https://www.failteireland.ie)