



# sustainability impact report 2022 - 2024

driving sustainable change across operations



**b**network accommodation  
specialist

# our sustainability approach

at bnetwork, we see sustainability not as a parallel initiative, but as a **way of thinking** that is embedded in the way we work, collaborate and drive growth.

we recognize that the events and hospitality industry can have a significant environmental and social impact - from energy consumption and travel-related emissions to resource use and inclusivity issues. Recognizing this fact has led us to rethink our practices and take tangible steps **towards operating more responsibly.**

*"I am proud of what we have achieved so far, thanks to the talent and dedication of our staff. Together, we will continue to innovate and inspire, driving positive change in the industry and beyond."*

- Group MD - @Leonor Lopes Gil



together, we  
move forward.

we are publishing this report now to:

- **reflect on what we have achieved** and identify where we still have room to improve.
- **share our progress transparently** with all stakeholders: clients, partners, employees, and our communities.
- **establish a baseline** for continuous improvement, as we pursue long-term sustainability goals, not just certifications.

this is the beginning of a consistent, evolving dialogue on how bnetwork can operate a more responsible, inclusive, and sustainable manner.

# sustainability impact report

## 2022 - 2024

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# about bnetwork

accommodation specialist

bnetwork specialises in **housing management** for B2B events worldwide. We handle the complete accommodation process from start to finish, using our own developed systems and platforms to ensure everything runs smoothly for large-scale international events.

since our foundation in 2004, we have become a **trusted partner** for more than 150 major international events per year, managing over 1.5 million room nights across the globe. Our role goes beyond managing the logistics: we act as a strategic bridge between event organisers, local ecosystems, and hospitality partners, creating real value throughout the accommodation experience.

we work directly with hoteliers worldwide to build **accommodation solutions that match each event's specific needs**. From managing rooms for attendees and delegates to handling VIP speakers, exhibitors, and organizing teams, we cover every aspect of event housing. This includes negotiating room blocks, managing allocations, tracking inventory in real-time, and handling all the financial details that come after.

what makes bnetwork different is our understanding that accommodation shapes the entire event experience. **Twenty years in the business** means we know how to read booking patterns, spot problems before they happen, and have strong relationships with hotels in every major business destination.

this experience, combined with **our technology and personal approach**, is why event organisers trust us year after year to keep participants happy while maximising their revenue.

sustainable impact report  
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## about bnetwork

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# about bnetwork

our locations

## europa

**spain**  
barcelona  
madrid\*

**united  
kingdom**  
london

**switzerland**  
geneva\*

**france**  
cannes  
paris

**austria**  
vienna

## asia

**singapore\*\***

\* opened in 2025 – not included in the 2022–2024 indicators

\*\* remote team presence, no permanent physical office



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**bnetwork** accommodation specialist

# about bnetwork

our values – aligned with our mission

## listening

we understand that operational excellence can only be achieved by actively listening to the insights and feedback of our **customers, partners and teams**. By truly comprehending their needs, we ensure that our actions are a direct response to their expectations.

## social responsibility

we are committed to minimizing our impact and operate in a sustainable manner every day, integrating the sustainable development principles of **transparency, integrity, stewardship and inclusivity** in every decision we make.

## reliability

at bnetwork, reliability is the cornerstone of trust, ensuring every event we touch, regardless of their size, runs seamlessly and maintains **consistent service levels**.

## loyalty

loyalty is woven into our DNA, cultivating unwavering support for clients, partners and each other, forming the foundation of enduring **partnerships built on shared success**.

## transparency

**openness** is our guide, driving clear communication, shared objectives, unity and collaborative success with both our customers and teams.

## engagement

we offer our clients **peace of mind** so they can create events that captivate hearts without worrying about accommodation management. We help them turn ordinary moments into extraordinary memories.

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# about bnetwork

## our team

with over **150 employees** across Barcelona, Cannes, Geneva, London, Madrid, Paris, Vienna and Singapore, diversity is at the heart of who we are.

our **8 offices** help us embrace different perspectives and ways of working that strengthen our company culture.

our team brings together 19 nationalities, **speaking 14 languages**, with women making up 65% of our workforce.

having reached the milestone of 20 years in business, bnetwork maintains its **energy and fresh thinking**, with an average employee age of 34.

we value **generational diversity** as much as cultural diversity - the blend of experience and new ideas keeps us balanced and forward-thinking.



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A group of business professionals are seated around a large, light-colored conference table in a modern office setting. They are engaged in a meeting, with some looking at laptops and others talking. The room features a large world map on the wall in the background. The overall atmosphere is professional and collaborative.

our  
sustainability  
approach



# our sustainability approach

the event industry's impact is considerable

we work to minimize our environmental impact and operate sustainably every day.

at bnetwork, we believe that **transparency and accountability** are essential to driving meaningful change. As our industry and the world face mounting environmental and social challenges, *intentions* are not enough - we must **demonstrate** how we act.

this sustainability report marks a key moment in our journey:

we have recently obtained **ISO 20121:2012 certification** through a rigorous **Bureau Veritas** audit, confirming our commitment to sustainable events and accommodation management.

over the past year, we have implemented concrete **changes across our offices and operations** - reducing waste, improving internal awareness and engaging suppliers on sustainability practices.

most importantly, we have seen **growing engagement from our teams**. Rather than a drop-down directive, sustainability has become a shared responsibility embraced across all departments.

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↓  
bnetwork  
ISO 20121:2012  
certification

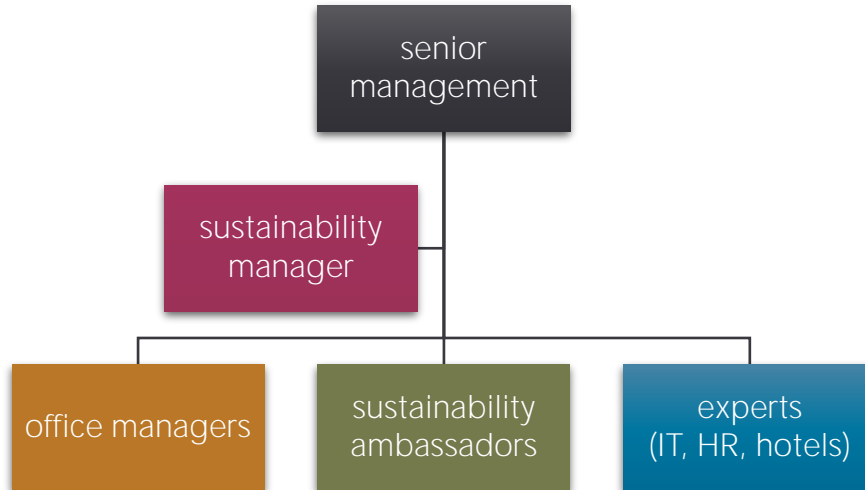


# our sustainability approach

sustainability **governance**

bnetwork has established a dedicated **governance structure** that integrates sustainability across all areas and levels of the organisation.

internal stakeholders have received **targeted training** to strengthen their understanding of the company's sustainable development impacts and to empower them to actively contribute to the continuous improvement of our performance.



## sustainability approach

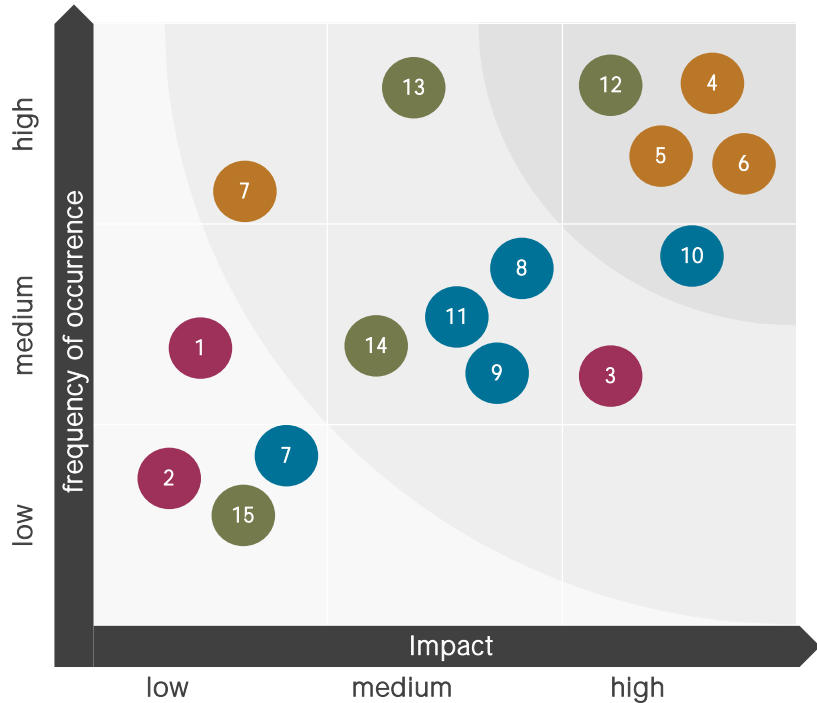
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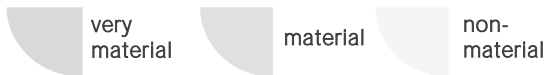
# our sustainability approach

## materiality matrix

we have conducted a **comprehensive analysis of our sustainable development issues** with our stakeholders.



|   |  |
|---|--|
| <b>society</b> <ol style="list-style-type: none"> <li>Support to NGO</li> <li>Nuisance</li> <li>Supply chain</li> </ol>   | <b>governance</b> <ol style="list-style-type: none"> <li>Client satisfaction</li> <li>Economic performance</li> <li>Cybersecurity threat</li> <li>Corruption</li> </ol>        |
| <b>employees</b> <ol style="list-style-type: none"> <li>Working conditions</li> <li>Diversity &amp; inclusion</li> <li>Training</li> <li>Communication</li> </ol> | <b>environment</b> <ol style="list-style-type: none"> <li>GHG emissions</li> <li>Consumption of energy and water</li> <li>Production of waste</li> <li>Biodiversity</li> </ol> |



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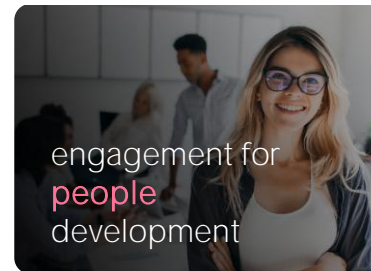
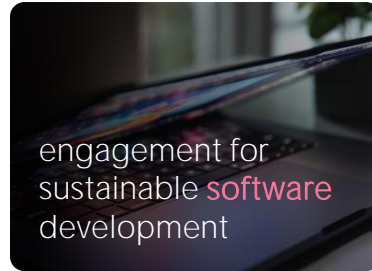
# our sustainability approach

sustainable development **policy**

through our materiality analysis and carbon footprint calculation, we have identified **four key pillars** that guide our sustainability efforts.

these pillars focus on reducing our environmental impact, supporting our teams and local communities, and promoting sustainability across the events we help deliver.

for details on these strategic areas, please see our **Sustainable Development Policy**, available on our website and shared with all key stakeholders.




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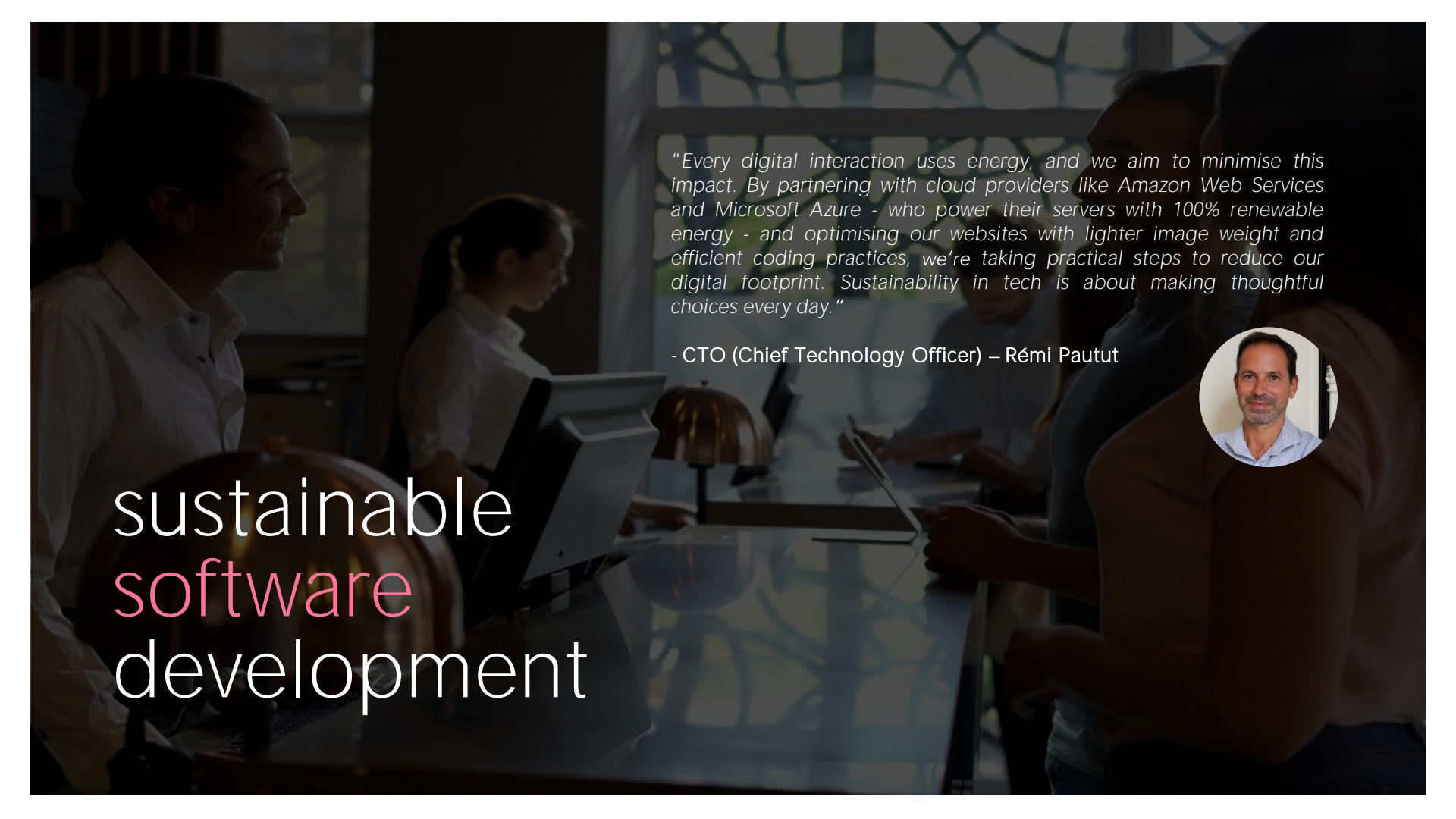
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 bnetwork  
sustainable  
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*"Every digital interaction uses energy, and we aim to minimise this impact. By partnering with cloud providers like Amazon Web Services and Microsoft Azure - who power their servers with 100% renewable energy - and optimising our websites with lighter image weight and efficient coding practices, we're taking practical steps to reduce our digital footprint. Sustainability in tech is about making thoughtful choices every day."*

- CTO (Chief Technology Officer) – Rémi Pautut



sustainable  
software  
development

# sustainable software development

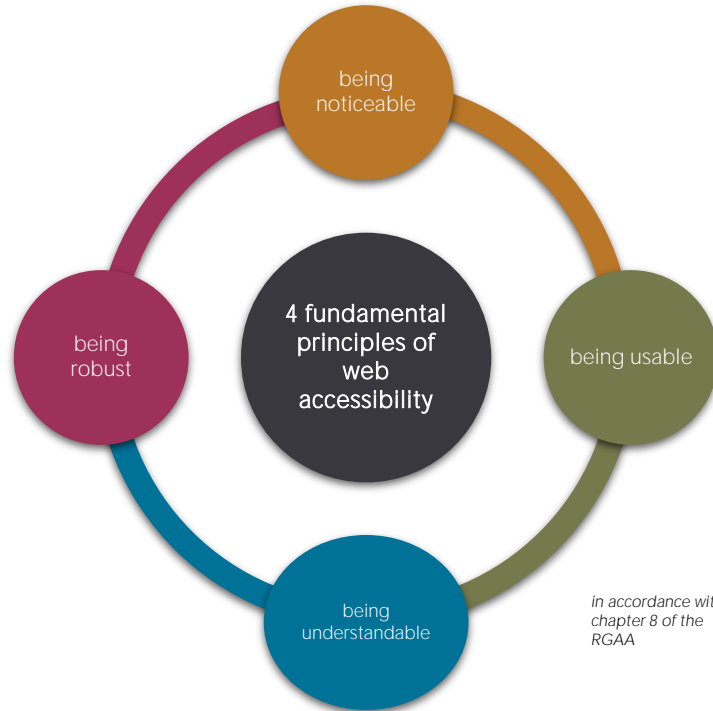
## our **platforms**

our congress websites are designed to ensure that people with disabilities can access content and features easily. We are committed to creating an **inclusive digital experience** for all users in accordance with **Chapter 8 of the RGAA**, while also addressing **environmental performance**.

examples of accessible features include:

- **voice synthesis navigation:** Enabling blind or partially-sighted users to navigate the site seamlessly.
- **customizable display settings:** Adapting the site's appearance to meet individual needs, such as adjusting character size for improved readability.
- **keyboard or alternative device navigation:** Allowing users to navigate the site without a mouse, using devices tailored to their specific needs.

by implementing these accessibility features, we aim to make our booking platforms welcoming and usable for everyone.



*in accordance with  
chapter 8 of the  
RGAA*

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# sustainable software development

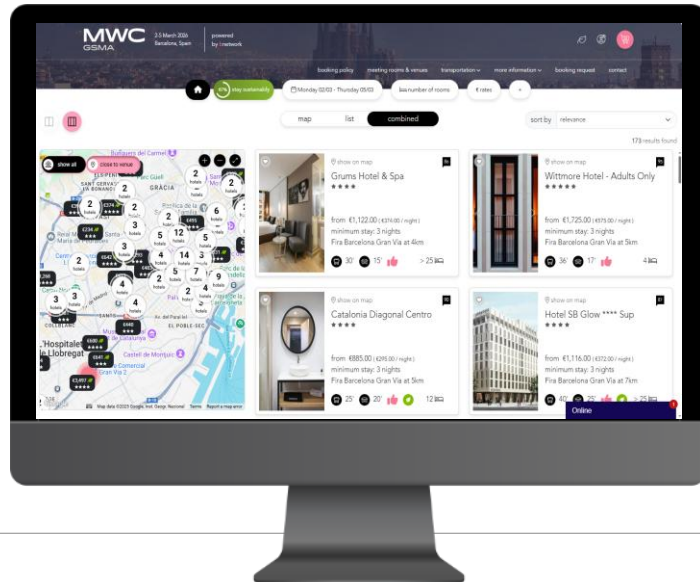
## our **platforms**

we recognise that the **design and performance of our digital platform** directly influence the energy consumption associated with its use. We have undertaken a complete analysis of our digital systems to make them **leaner and faster**, as well as **safer and more accessible** for users.

one of the steps taken was the **redesign of our websites**. The original version having a **loading time of 6 seconds was reduced to 3 seconds**, achieving a **50% improvement in energy efficiency**. We also removed the home page entirely, allowing users to land on the accommodation list directly, reducing the number of pages loaded, further lowering energy demand.

in parallel, we addressed the **indirect emissions** generated by our digital infrastructure. Cloud services are a potentially significant source of **energy consumption and greenhouse gas (GHG) emissions**. To mitigate this impact, we have chosen to work with providers that demonstrate strong environmental responsibility.

our cloud infrastructure relies on **Amazon Web Services (AWS)** and **Microsoft Azure**, both of which operate on **100% renewable energy** and are committed to **carbon neutrality**. These providers have also adopted advanced strategies to enhance the **energy and water efficiency** of their data centres.



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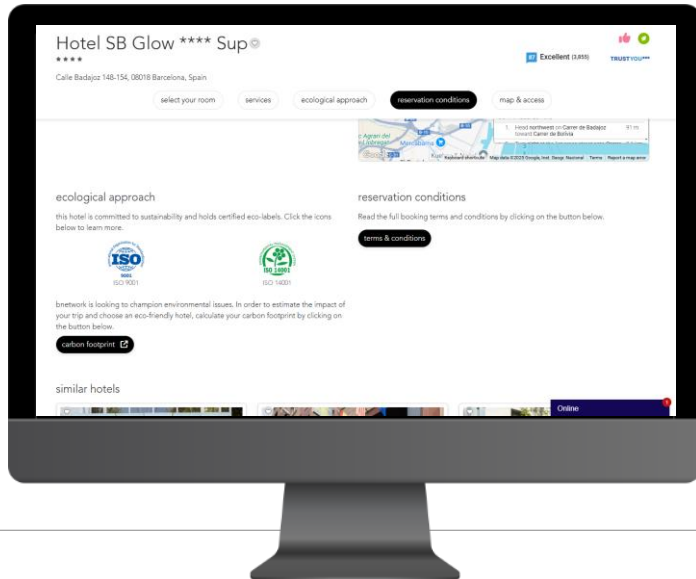
[more on AWS sustainability](#)



# sustainable software development

the **eco-conscious tracker**

to support more responsible choices in event accommodation, we developed the **eco-conscious tracker** - a digital tool based on our internal database of **hotel partners** with **sustainability certifications**. This enables environmentally conscious attendees to select accommodations based on sustainable criteria.



**key benefits** for all stakeholders:

- **event attendees** can **easily identify and book** sustainable hotels through a streamlined, transparent interface, including clear indicators for properties within walking distance of event venues.
- **event organizers** gain access to **sustainability performance data** and can track certified bookings. This data also supports their own sustainability reporting requirements.
- **our bnetwork teams** reinforce our shared commitment to responsible travel and contribute to building a **more sustainable accommodation ecosystem**.

to ensure data accuracy and relevance, we regularly invite hotel partners to update their **sustainability information** through targeted questionnaires. These updates allow us to highlight sustainable hotel practices directly on our booking platforms, increasing their visibility and **encouraging green choices among users**.

this initiative is central to our mission of **reducing the carbon footprint of large-scale events** and fostering more sustainable, informed event planning.

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# sustainable software development

the **eco-conscious tracker**

**Industry experts** share their perspectives on bnetwork's initiative, drawn from our 2024 interview series on the **sustainable future of the event industry**.

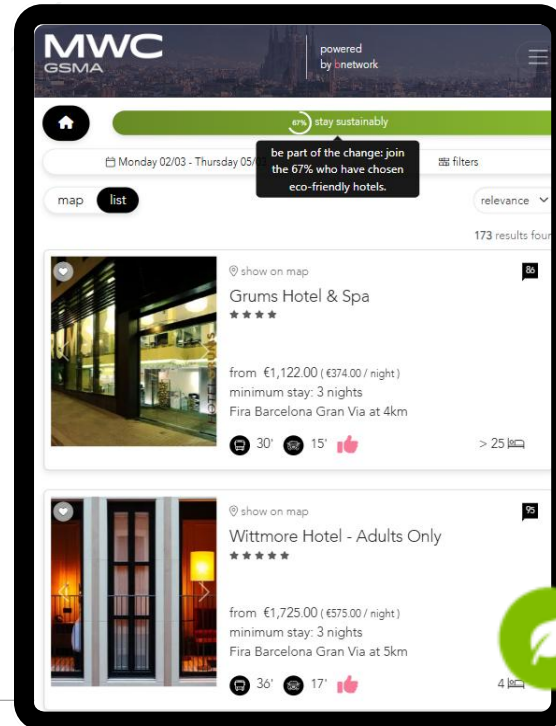
"this will encourage those (hotels) who haven't yet adopted such practices to get on board, even if it's just to keep up with the competition."

- Marc Rodriguez, Director of the CCIB



"this not only benefits the environment by reducing the environmental impact of events but also creates a competitive advantage for those establishments that adopt these policies, as more and more clients value and prefer sustainable options."

- Cristoph Tessmar, Director of the Barcelona Convention Bureau



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## docs & downloads

- discover what industry experts say (article)



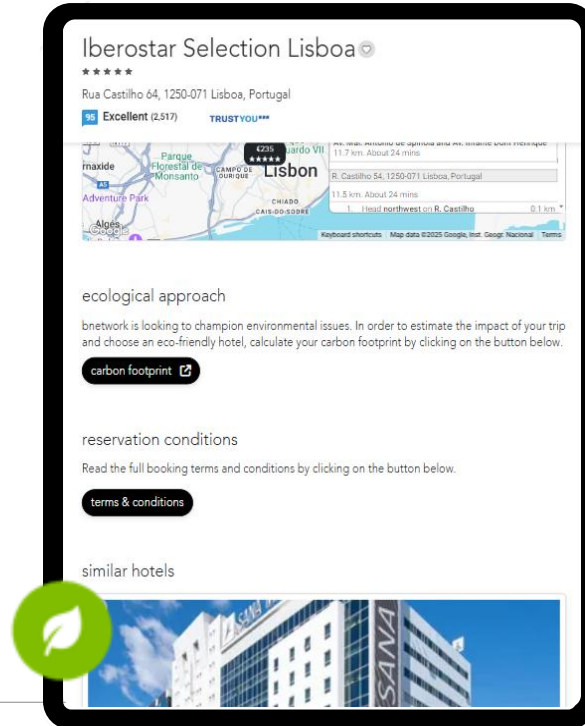
# sustainable software development

carbon footprint

as part of our commitment to environmental responsibility, bnetwork provides event attendees with a tool to help them understand **the carbon impact of their trip**..

in collaboration with **Good Planet**, users can calculate their carbon footprint directly on our platform, encouraging them to consider the environmental implications and prioritise **hotels with sustainable certifications** when booking.

this initiative integrates **sustainability throughout the customer journey**, empowering users to make informed booking decisions.



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*"We believe sustainability should be easy and intuitive for our clients. That's why, since 2015, our hotel booking platforms have featured sustainable filters highlighting certified hotels, and we actively inform guests about low-carbon transport options. Small decisions, like choosing to stay at a sustainably-certified hotel or walking to the venue, collectively make a huge impact."*

- Abdelkrim Rguib, COO



*"In our role as a Destination Management Company (DMC), sustainability means helping clients discover destinations responsibly. We actively encourage choosing venues and suppliers with sustainability credentials, and we carefully consider proximity to accommodations to minimise travel impacts. By regularly engaging our hotel and transport partners to highlight their certifications and sustainable practices - and clearly presenting this information in our proposals - we empower our clients to make responsible and informed choices."*

- Cristina De Seras, DMC Director



sustainable  
events



# sustainable events

## clients and suppliers

bnetwork advises **clients** on selecting **sustainable event venues**, considering environmental credentials and proximity to accommodation options.

we integrate client feedback into our tools and processes to continuously improve our service and sustainability impact.

in 2024, we achieved a **Net Promoter Score (NPS) of 4.6/5**, reflecting a strong level of client satisfaction and validating our support for more responsible events.

we strive to maintain a **high levels of client satisfaction**.

our **key suppliers** - hotels, ground transport companies, venues and restaurants - play a crucial role in our sustainability impact.

we share our **Sustainable Development Policy** with all recurring suppliers, emphasizing that sustainability is a key selection criterion.

we actively support our suppliers in their sustainability journey, working to **increase the proportion of suppliers with verified sustainability practices**.

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# sustainable events

## certified accommodation coverage

bnetwork works with a wide and diverse range of accommodation providers - from large international hotel chains to small, independently owned properties.

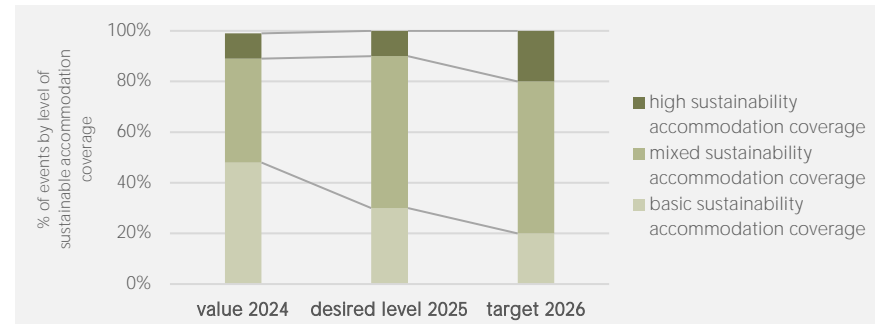
we prioritise collaboration with those that demonstrate **verifiable sustainability practices**, and we actively support hotels in improving transparency and accountability through **recognized labels**.

each year, we carry out a dedicated **survey among our hotel partners** to identify and update information on the sustainability certifications they hold and to raise awareness among those not yet certified.

between **2022 and 2024**, a growing number of events supported by bnetwork featured at least one sustainable accommodation option – reaching a **78% of events in 2024**.

the chart below shows the **share of events by level of sustainable accommodation coverage**, based on the proportion of certified hotels or rooms proposed for each event. We **aim to increase this share** in the coming years by expanding our eco-labelled hotel database.

the **availability of sustainable hotels** varies according to **local context** and destination. In certain regions, the density of certified accommodation remains limited, which can affect our ability to offer exclusively eco-labelled options. Nonetheless, we continue to seek out and promote sustainable choices wherever possible, adapting our offer to the realities of each destination while pushing the industry forward. This ongoing effort strengthens our ability to deliver **lower-carbon, more sustainable events**, and contributes to the transformation of hospitality standards industry-wide.



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- **high sustainability** accommodation coverage - more than 76% of the hotels proposed for the event are eco-certified.
- **mixed sustainability** accommodation coverage - between 26% and 75% of the hotels proposed for the event are eco-certified.
- **basic sustainability** accommodation coverage - less than 25% of the hotels proposed for the event are eco-certified.

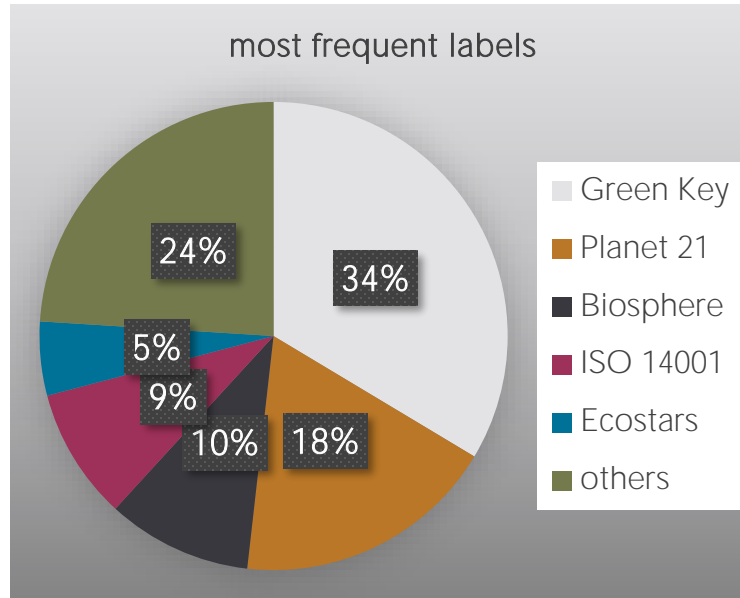


# sustainable events

certifications and eco-labels

in 2024, **12% of the hotels** in our partner network hold at least one recognised label

the most frequently held certifications in our database are represented in the graph. Other recognized labels include:



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# sustainable events

walking distance | filters

## close to where it matters

in addition to prioritising partnerships with **certified hotels**, we also believe that **location** plays a key role in the sustainability of an event.

we therefore encourage the selection and booking of **hotels located within walking distance of event venues**, reducing reliance on transportation and simplifying logistics for participants.

this approach helps to lower the environmental footprint of event-related mobility and to enhance the **attendee experience**, promotes accessibility and immersion in the host city.

in **2024**, **41% of the events** we supported offered an average hotel-to-venue walking time of **15 minutes or less**.

## bnetwork's CSR initiatives rank **top 10 at IMEX 2024**

during **IMEX 2024** in Frankfurt, Germany – one of the MICE industry's premier events - bnetwork's CSR initiatives were selected by BEFuture as one of the top 10 out of 96 applications. Our **sales director**, Phil Cross, represented the company, sharing insights in a presentation to industry peers and giving interviews.



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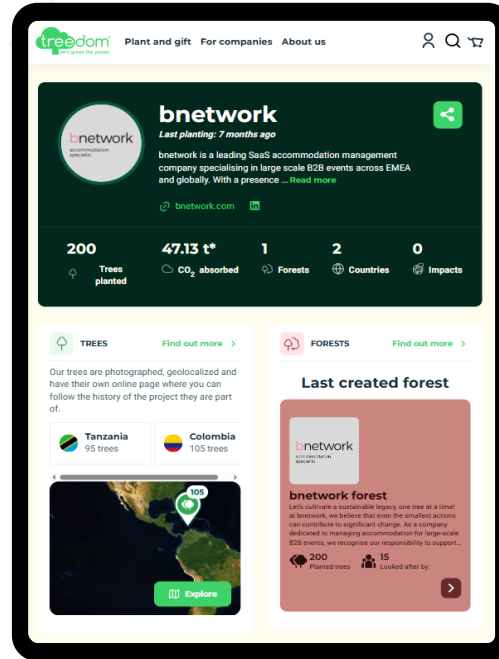
# sustainable events

## the bnetwork forest

bnetwork chose to replace traditional corporate giveaways with a more meaningful, environmentally conscious initiative. In partnership with **Treedom**, we launched the [the bnetwork forest](#).

during sales events such as IBTM World – in exchange for sustainable event accommodation ideas – clients and partners received pop-up cards featuring unique QR codes. Scanning the code granted access to our **digital forest**, where participants could adopt a real tree. Each person could name their tree, track its growth and connect directly with the agroforestry project it supports.

the bnetwork forest includes **avocado, cocoa, lemon, and coffee trees**, and contributes to **12 United Nations Sustainable Development Goals (SDGs)**.



to date, **200 trees** have been planted - **105 in Colombia** and **95 in Tanzania** - and redeemed by **15 participants**. This initiative reflects our belief that even small gestures and collaborative actions at large-scale events can have a tangible, long-lasting environmental and social impact.

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# sustainable events

the [bnetwork CSR study](#) | survey

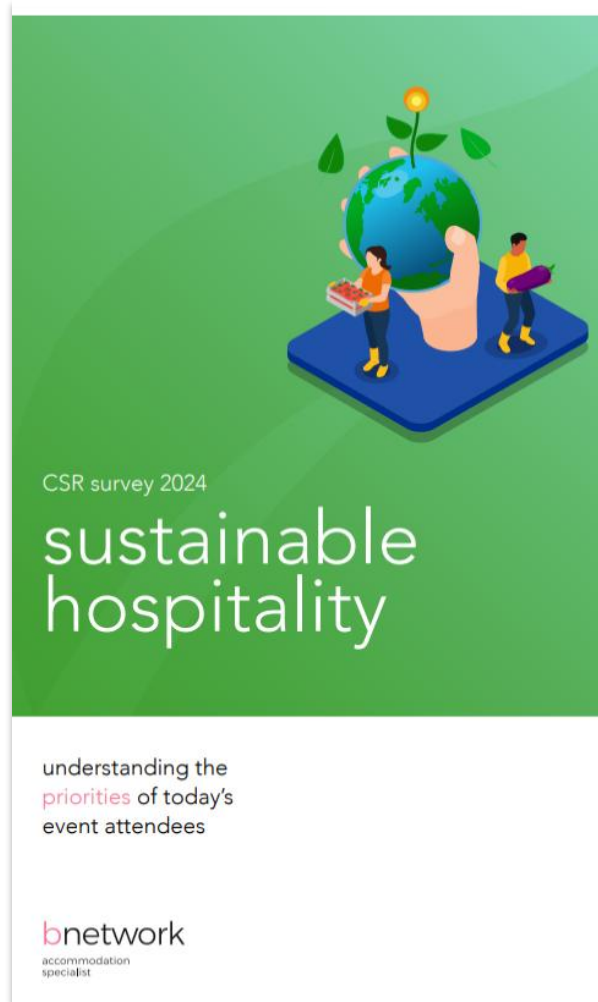
in bnetwork we are gently cultivating a tradition of positive impact, influencing the direction of the hospitality sector, and contributing to the establishment of standards for sustainable business practices.

to better align our efforts with the expectations of end users and to support our partners, particularly smaller hotels that may not yet hold formal certifications but are committed to making progress — in 2024 we conducted a dedicated survey involving over **700 event attendees**.

the objective was to better understand **how sustainable activities influence hotel selection**, and which environmental and ethical factors attendees value most when making their choice of accommodation for events.

the insights we have gathered guide our internal priorities and serve as a valuable resource for our hospitality partners, helping them align their practices with guest expectations and move toward sustainable hospitality more confidently .

discover the full results in our dedicated study or [video](#)!




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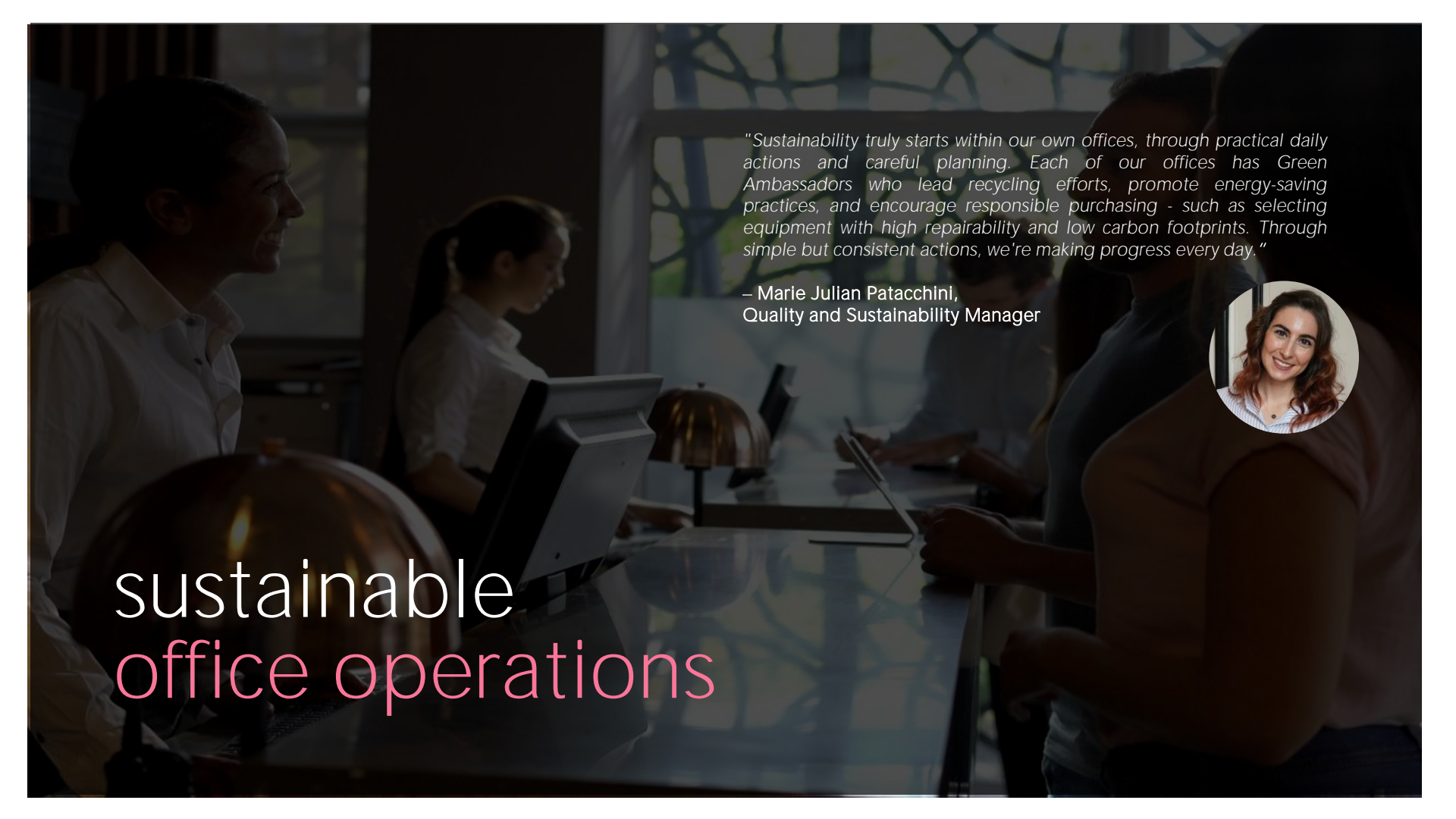
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### docs & downloads

-  sustainable hospitality: the priorities of today's event attendees (2024 study)





*"Sustainability truly starts within our own offices, through practical daily actions and careful planning. Each of our offices has Green Ambassadors who lead recycling efforts, promote energy-saving practices, and encourage responsible purchasing - such as selecting equipment with high repairability and low carbon footprints. Through simple but consistent actions, we're making progress every day."*

– Marie Julian Patacchini,  
Quality and Sustainability Manager



sustainable  
office operations

# sustainable office operations

## monitoring our carbon footprint

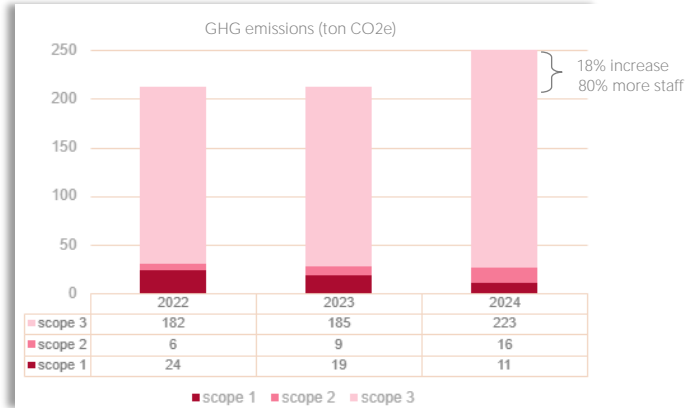
bnetwork has calculated the **greenhouse gas (GHG) emissions** associated with its activities for the years **2022**, **2023**, and **2024**, in accordance with the internationally recognised **standard ISO 14064-1**.

our assessment includes all **three scopes of emissions** and covers direct and indirect sources. The categories considered include electricity consumption, heating, employee commuting, business travel, equipment purchases, and meal-related emissions.

in **2024**, we implemented several changes that influenced our emissions profile:

- the **phase-out of natural gas** in our **Barcelona office** led to a measurable reduction in **scope 1 emissions**.
- at the same time, the **opening of a new office in Madrid** and an **increase in staff across all locations** contributed to a rise in **scope 2 and scope 3 emissions**, particularly those linked to electricity consumption, equipment purchases, and meal-related impacts.

these developments underscore the importance of continuous monitoring and a responsive approach to emissions management, especially in the context of our growth journey.



as part of our forward-looking strategy, we aim to transition to **low-carbon electricity in all offices** by 2028, further reducing our operational footprint.

| carbon footprint (tCO2e) / person |      |      |
|-----------------------------------|------|------|
| 2022                              | 2023 | 2024 |
| 2.85                              | 1.98 | 1.88 |
| ---                               | -30% | -5%  |

for readers interested in a more detailed view, the **full carbon footprint report** is available for download.

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# sustainable office operations

workplace well-being, culture and internal engagement

aligning our internal practices with the values we promote externally, we continue to cultivate a culture of **well-being, inclusivity, and shared environmental responsibility** across all offices.

each bnetwork office is supported by a **local Sustainability Ambassador**, we hold **quarterly Sustainability Breakfasts** to share updates, collect ideas, and develop grassroots initiatives. These moments of exchange directly contributed to several office-based actions in 2024:

### fresh fruit deliveries

introduced in partnership with *Refruiting*, a socially responsible company that employs individuals with disabilities for the preparation and delivery of fruit baskets.



### Red Cross & Restos du Cœur donation campaigns

clothing, toys, books, household goods, and essentials were collected and distributed to individuals and families in need, reaffirming our annual commitment to seasonal solidarity.

### book-crossing corners and donation drives

our offices launched internal book exchange points and organized solidarity collections - including **medications** for recycling and **IT equipment** for reuse.



# sustainable office operations

workplace well-being, culture and internal engagement

## the Nice-Cannes Marathon

a team of bnetwork runners completed the 42 km relay in 4 hours, ranking 79th out of 236 teams. Our portion of registration fees contributed to the **€18,000 raised** for a local Food Bank.



## everyday eco-actions

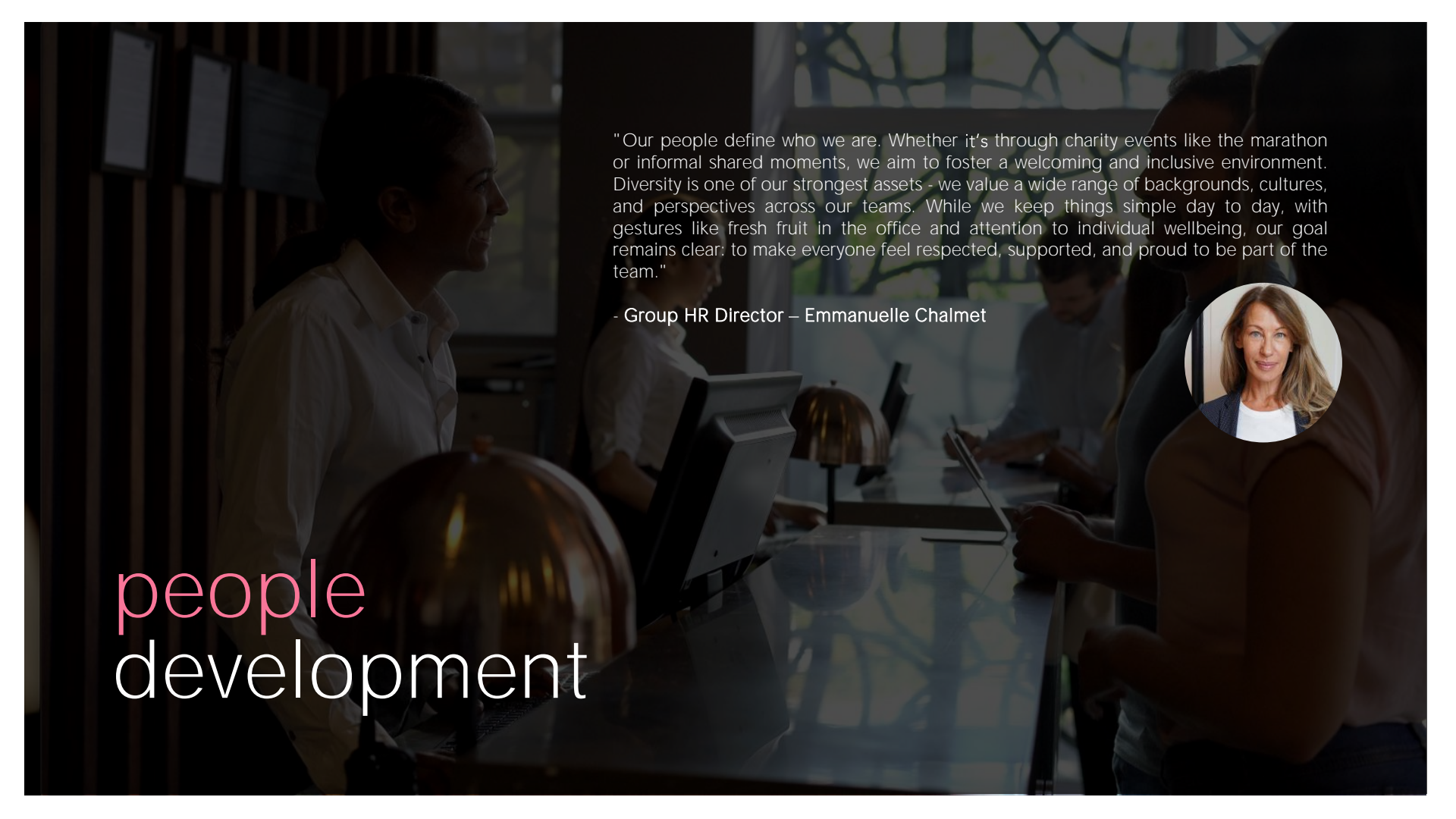
all our offices are equipped with **waste sorting stations**, **eco-reminder posters**, and initiatives to **limit single-use plastic**, particularly in takeout and food deliveries.

these initiatives may vary in scale, but each contributes to embedding sustainability into the daily rhythms of office life. Through open dialogue and local ownership, our teams continue to strengthen a workplace culture grounded in **shared purpose, solidarity, and environmental care**.

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"Our people define who we are. Whether it's through charity events like the marathon or informal shared moments, we aim to foster a welcoming and inclusive environment. Diversity is one of our strongest assets - we value a wide range of backgrounds, cultures, and perspectives across our teams. While we keep things simple day to day, with gestures like fresh fruit in the office and attention to individual wellbeing, our goal remains clear: to make everyone feel respected, supported, and proud to be part of the team."

- Group HR Director – Emmanuelle Chalmet



people  
development

# people development

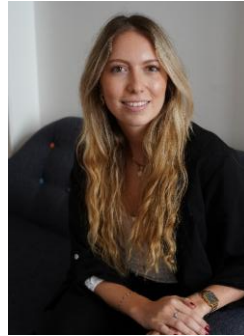
## recruitment practices

with teams based around the world, we work close to our clients while fostering an **inclusive and collaborative environment** across borders.

we are committed to creating a workplace where professionals feel welcomed, valued, supported and empowered to grow. Our recruitment practices are designed to support this goal:

- all staff involved in hiring receive training to **identify and avoid unconscious bias**
- job postings are reviewed to ensure they are free of exclusionary language and accessible to diverse profiles.

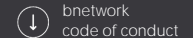
at bnetwork, we prioritize **attitude and shared values** as much as technical skills. We believe that a strong team is built not only through expertise but through curiosity, collaboration, and a commitment to shared purpose.



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# people development

development of **competences**

our people are the most important element of our company. We nurture talent and well-being as a core part of our sustained success.

bnetwork maintains a **competency matrix** to support the creation of **personal development plans** and to identify training needs across all roles. The development of skills is supported through a combination of **external training, self-study, mentoring, and on-the-job learning**.

a dedicated platform is used to manage **regular training exercises**, and our internal experts lead **quarterly sessions** focused on tool upgrades and process improvements.

we are proud of our commitment to **growing from within: 17 of our 19 middle managers** began their journey at bnetwork as project managers.

## 2024 in numbers



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# people development

nurturing future talent | education and real-life work environment

we believe in the importance of nurturing the **next generation of professionals**. Welcoming trainees (“alternants”) and interns into our teams allows us to support their growth through hands-on experience while also gaining **fresh perspectives and innovative ideas**.

in 2024, our alternants shared how their time at bnetwork helped them grow — both personally and professionally:

“After working in the DMC Department, I had the chance to transition to a different team that matched my evolving interests. This allowed me to explore new areas of the business, apply my skills differently, and gain broader competencies. I also had the opportunity to travel to Paris on a business trip, which was a great learning experience.”

“I participated in cyber security training and co-hosted a LinkedIn webinar for employees — a great opportunity to grow professionally and contribute.”

- Svetlana, Cannes office



“My most valuable learning experience has been understanding the significance of large events in business development and how they impact the companies that participate. Attending major international events was incredibly insightful.”

“I attended webinars on optimizing Outlook and Teams, which really helped me improve my organizational skills and efficiency.”

- Gabriel, Barcelona office



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# people development

wellbeing and communication

## safe and functional workspaces

we conduct **regular audits** of our offices to ensure that all **facilities, equipment, and furnishings** are safe and adapted to the tasks performed.

## staff voice and continuous improvement

each office is supported by a **Sustainability Ambassador**, who collects suggestions from staff and ensures they are analyzed by management. We ensure **every team member's voice is heard**, and we actively encourage bottom-up contributions to improving workplace well-being and performance during our Sustainable Breakfast sessions.



## promoting healthy lifestyles

bnetwork also promotes **healthy lifestyles** among staff. Our internal walking challenge - *"Around the World"* - invites office teams to track their steps and collectively aim to cover the circumference of the Earth. We also proudly participate in local sporting events, including marathons and team races.

## a culture of connection and solidarity

we recognise that a strong workplace culture extends beyond job responsibilities. In 2024, we continued to strengthen **team cohesion** through afterwork events, and reinforced our culture of **solidarity** through donation drives and local community initiatives.



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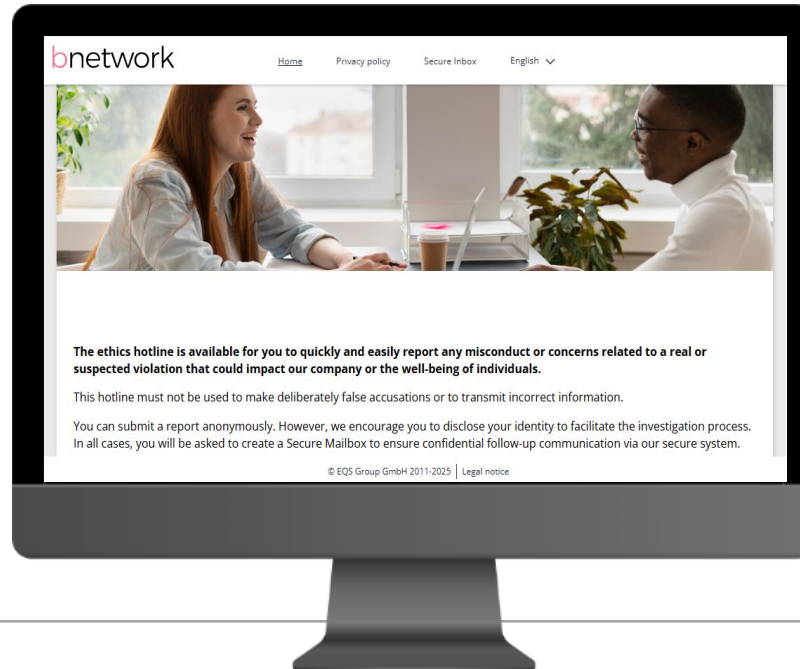
# people development

whistleblowing channel | ethics and integrity

as part of our commitment to **ethics, transparency and compliance** with legal obligations, we have implemented a secure whistleblowing channel in partnership with the company EQS.

this system enables any member of staff, customer or supplier to report, in complete confidentiality and without risk of sanctions or discrimination, **any situation that goes against our values and applicable regulations** (fraud, corruption, harassment, discrimination, environmental violations, etc.).

in parallel, we monitor psychological risks through periodic **staff surveys**, helping us identify areas where additional support or dialogue may be needed.



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challenges &  
next steps



# challenges & next steps

reflecting on our journey and **looking into the future**

**measuring progress remains our primary challenge.** Developing accurate methods to calculate indicators that effectively capture our sustainability efforts and achievements. Throughout 2025-2026, we will refine our **measurement frameworks**, particularly as AI adoption introduces new complexities in impact assessment.

**continuous improvement drives our approach.** We actively seek **enhancements** through stakeholder feedback, regular process and office audits, as well as collaborative brainstorming sessions to build on what we have achieved so far.

**supporting independent hoteliers is a strategic priority.** These properties often lack resources for sustainability initiatives, presenting our greatest opportunity for **meaningful impact**. As our network expands globally, we will share best practices while respecting each destination's unique maturity level.

**economic uncertainties in the event sector strengthen our resolve.** Rather than compromise standards, we are using these challenges to drive greater efficiency and internal cohesion - building **resilience** while elevating industry practices.

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downloads

additional resources

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we thank **all our partners**  
for their continued  
collaboration and  
commitment!

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