



WILLARD  
INTERCONTINENTAL.<sup>®</sup>  
WASHINGTON D.C.

# 2008 Sustainability Report



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# Willard InterContinental, The Next 100 Years



## We choose to Believe

*Our commitment to Sustainable Development:*

*The Willard InterContinental Hotel will further distinguish itself as the premier hotel in Washington DC by making sustainability a part of the Willard experience.*

*Guests, employees, shareholders, our local community and our environment will all benefit from our strategy which considers the social, environmental and economic impacts of all we do.*

## We choose to Care

*Our commitment to the Willard legacy:*

*The Willard InterContinental hotel has an obligation to live up to its historic legacy and enter the 21st century a leader in hospitality. It must further sustain a much larger responsibility as a leader in sustainable hospitality.*

*Our daily business must reflect the Triple Bottom Line, or the "3 P's": People, Planet, Profit.*

## We choose to Act

*Our commitment to our word:  
the results are what matter.*

## From the General Manager

The one message that I wish the reader to keep is that each of us, despite one of the most dramatic economic crisis in history, can still implement a Sustainable Development strategy. Contrary to popular belief, an SD strategy keeps us on the right path of revenue development and expense control. Those who take the current crisis as an excuse to not act or to withhold their efforts, are missing an enormous opportunity to differentiate their business and to be closer to their customers, their employees and the world that we shape for future generations.

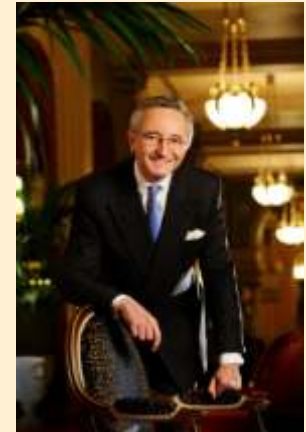
Making our world sustainable is our common responsibility, whether we look at it from a private or corporate point of view. Some large enterprises, such as our parent company, IHG, or some wealthy individuals, like Bill Gates or Ted Turner, make a noticeable difference when they choose to do good deeds for the world. However each one of us is responsible for his/her own actions and for taking the opportunities that their personal or professional position offers them; if everyone would act responsibly, the sum of all actions taken would provide a better future for our children. This is the philosophy of the Willard InterContinental and more than a philosophy it became a culture since we started our Sustainable Development journey in May 2005.

Dozens of projects fulfilling the aim of the Triple Bottom Line of Economic Prosperity, Social Responsibility and Environmental Protection have made a difference locally, nationally or internationally. The sponsorship of water well for a Native American family on a reservation in South Dakota or for a village in South Africa, as well as the adoption of DC Thomson Elementary School a few blocks from the hotel, have been highlights of 2008 for all of us.

We are fortunate to be supported in our efforts by the ownership of our property, Willard Associates represented by their management arm Carr Hospitality, and by our mother company, IHG. In a changing world, and at a critical moment in time, both entities have proven that being responsible has significant meaning to them. It is particularly rewarding for us to see IHG launch Green Engage throughout the world, to encourage our 4,200 hotels to measure and improve their efficiency and carbon footprint. What a difference that will make, not only for our owners who will save money but for the environment!

Our SD services firm, EnviRelation, suggested adding the newly published GSTC guidelines (Global Sustainable Tourism Criteria) as a basis for the 2008 Sustainability report, in addition to the GRI (Global Reporting Initiative) framework. We are happy to honor this suggestion as we wish to support the efforts of such great organizations as AH&LA, United Nations Foundation, UNEP and IH&RA and be a pilot for this endeavour.

Finally, this is the perfect platform to thank my colleagues who accepted the challenging, yet gratifying positions as SD Champions for all their initiatives in 2008, as well as to thank all the employees of the Willard InterContinental who are proud supporters of our SD efforts.



**Hervé Houdré**  
General Manager  
Willard InterContinental

## From InterContinental Hotels Group

Corporate Responsibility is central to how IHG does business. With over 4000 hotels worldwide we have a big responsibility and a big opportunity to make a positive difference to the environment and the communities within which we operate.

The Willard has a unique history and Hervé and his team have achieved an enormously positive impact on people, profits and planet. This is why the Willard is piloting a sustainability report specific to their achievements. Their hotel specific report provides IHG with an opportunity to learn about how our hotels address their unique corporate responsibility needs as well as track how our corporate responsibility initiatives cascade to the hotel level. For example IHG expects to learn a great deal from the Willard as they roll out Green Engage later this year.

Congratulations again to the Willard InterContinental for being an outstanding sustainability leader. To learn more about what IHG and what its other hotels are doing, please see our corporate responsibility report which can be found at [www.ihg.com/responsibility](http://www.ihg.com/responsibility).

David Jerome  
Senior Vice President  
Corporate Social Responsibility  
InterContinental Hotels Group

## From EnviRelation

Performance indicators weave the very fabric of hospitality industry dialogue, assessment, and decision-making. Whether operations, sales, corporate management, or asset management, we need our daily fix of Occupancy, ADR, RevPAR, LOS, CPOR, ROI, FTE's, Average Check, or anything per-square-foot.

When a hotel and its management communicate financial performance, proof behind rhetoric must always be included, including hard financial indicators and historical, comparative analytics. Yet when it comes to sustainability, the industry can fall victim to the same type of general buzzword talk that plagued the early days of sustainability (now often rebranded as "green" for the efficiency of its 83.3% syllable reduction).

As sustainability becomes intrinsically tied to financial performance, from emerging cost-effectiveness of increased efficiency and employee satisfaction to the revenue generation and market capture from feel-good socio-environmental initiatives, the critical, standardized, and continual measurement of sustainability-related indicators must also make its way into the same BOH breakroom small-talk, morning briefings, and high-velocity spreadsheet circulation.

The metrics of sustainability are effective when they can drive home the value they represent or direct financial link. Low flow shower heads have to reduce overall and normalized consumption, and recycling programs actually increase diversion and reduce costs in order to be effective in saving the planet. As well, qualitative indicators can also be effective in ensuring program continuity and looking ahead for future strategic planning. And when a hotel can measure the effectiveness of the dollar amount spent on sustainability-related programs and weigh its correlation to RevPAR, ROI or Market Share, then the real benefits start to surface. And our industry has now evolved to know what the real drivers and needs are, and why they're important.

We would like to thank the Willard and IHG for taking leadership in this process of using the same managerial, performance oriented approach to its sustainability initiatives, which are also thankfully broad enough to provide substantial content for analysis and reporting.

The EnviRelation Team



# The Willard InterContinental

The Willard InterContinental is one of Washington, DC's oldest and finest hotels. With a deep role in America's history and located in the heart of the city only a block away from the White House, the hotel is a centerpiece to Washington, DC culture and politics.

Its lodging accommodations include 332 elegant rooms with 40 suites. The hotel boasts Café du Parc, a French bistro, the Round Robin Bar with its newly-opened Scotch bar, and its famous "Afternoon Tea" in Peacock Alley. The Willard epitomizes world-class hospitality as the hotel of choice for heads of state and leaders of the world's business, cultural, social and political sectors. Guests come from all continents, and all regions of the United States, for business, leisure, and group travel, in both public and private sectors, as well as civil society.

The sustainability frontier presents a broad array of impacts, risks, and opportunities. The definition of sustainability encapsulated by the phrase "Profit, People, Planet," only begins to explain the broad-sweeping considerations of sustainability.

Profit is a critical component to a sustainable business. No business can exist in perpetuity if it is losing money. Sound fiscal performance that can build a lasting enterprise is the most basic building block to a sustainability commitment. Transparency to all stakeholders is an important attribute to this.

People refers to the many stakeholders involved in the Willard's operation. It includes owners, managers, employees, guests, vendors and contractors, and neighboring businesses, residents and the broader community. In the case of the Willard InterContinental, which is leading the way toward sustainability for the hospitality industry, people also includes the many hotel professionals around the world for whom the Willard aims to develop best practices. A sustainable operation relates to people in ways that are value-laden. It uplifts people and provides them with experiences, resources, memories, or contributes in other meaningful ways.

Planet refers to the Willard's relationship with the natural environment, which is also a primary stakeholder. Commitment to environmental sustainability is a complex mission to execute. Every product purchased and service performed by the hotel and its stakeholders has an environmental impact. An environmentally-sustainable business or lifestyle means that existence does not rely on the contribution to these issues or the destruction of the natural environment.

This report is a single hotel report for the Willard InterContinental Washington D.C. The hotel is owned by Willard Associates, and managed by InterContinental Hotels Group (IHG), with their Americas office based in Atlanta, Georgia. Only efforts and impacts controlled by the management of the Willard are included.

Other hotels either managed or owned by InterContinental are not included within the boundary of this report. Due to the private nature of the ownership company, a separate entity from InterContinental (the management), proprietary and confidential information, such as certain financial data, are withheld from this report.

This annual report covers the sustainability activity of the Willard InterContinental for the calendar year 2008. As the second Sustainability Report for the Willard (last report published July of 2008), it compares its performance with last year, highlights new initiatives undertaken, evaluates the progress made as laid out in the first report, and maps the road ahead for 2009. The report is focused on the operational impact of the Willard. It does not address sustainability impacts related to capital expenditures such as construction or renovations.

The Willard is structured as having a General Manager, Hervé Houdré, and an executive committee of operational and administrative departments reporting to him. Through project teams and general sessions, employees may directly provide recommendations.

In putting together its sustainability report, EnviRelation seeks to help accomplish the Willard's aim to be a leader in sustainability, by introducing educational and informative materials concerning current sustainability issues, organizations, and guidelines into the report's framework each year.

Last year's report detailed and followed the frameworks of the GRI and the World Resources Institute's Greenhouse Gas Accounting Protocol. In addition, it introduced EnviRelation's methodology for calculating GHG Emissions Per Occupied Room (GEPOR) and Net Carbon Footprint from hotel operations.

In addition to the GRI, this year's report highlights the Global Sustainable Tourism Criteria (GSTC), using it as a measurement stick for the Willard. It also provides a relation to its efforts against the Sustainable Development topics as categorized by the United Nations in Appendix IV.

*“The Global Sustainable Tourism Criteria, launched after two years of consultation in October 2008, provide a useful framework by which tourism businesses can assess their sustainability performance.*”

*We are greatly encouraged by the Willard InterContinental's use of the GSTC as a tool to help understand their footprint and set goals and targets to further expand efforts towards more sustainable operations. We commend Willard InterContinental for its leadership in sustainable tourism and for making it easier for individuals to travel responsibly.”*

Kate Dodson  
Deputy Director of Sustainable Development  
United Nations Foundation

# Effective Sustainable Management: Leadership towards Sustainable Development

## Vision

“America's hotel.”

## Mission Statement

“To be recognized as the premier hotel in Washington, DC and within InterContinental Hotels and Resorts in terms of exceeding our guest expectations, being the employer of choice and maximizing shareholder value. To model a culture that promotes Sustainable Development ideals and quality improvement processes that is the benchmark for the industry.”

The Willard believes that a sustainable development strategy is a responsibility of the hotel industry. The Willard hopes to lead the industry to go beyond the opportunities in marketing and public relations by addressing real impacts. Hotels create substantial waste and consume a considerable amount of energy, wherever they are located.

*“Our world, our Earth, our peoples will be facing major issues in the future as the planet becomes smaller, the natural resources become scarce and the needs of all become larger. Governments, businesses and private individuals have a shared responsibility for the future of our descendants. Let us face this responsibility and be the leader in developing a long-term strategy, not for the next five years, but for the next one hundred years. That strategy is based on sustainable development.”*

## Why Sustainable Development at the Willard InterContinental?

The Willard InterContinental hotel is an industry leader and enjoys a great legacy; a prominent landmark in the nation's capital with deep historical roots and influence. This significance marks an obligation to live up to its legacy and remain a hospitality leader. Its deep-rooted history gives the Willard the opportunity to be a beacon for the future, casting light on a new path for the hospitality industry: sustainable development, business, and hospitality.

The goal of the hotel is to give a direction in the area of sustainable development to the industry, to the city, to the nation and to the world.

## Sustainable Development Mission Statement

As part of its sustainable development governance program, the Willard has created a sustainable development mission statement. The mission statement is: “The Willard InterContinental Hotel will further distinguish itself as the premier hotel in Washington DC by making sustainability a part of the Willard experience. Guests, employees, shareholders, our local community and our environment will all benefit from our strategy which considers the social, environmental and economic impacts of all we do.”

### The Three P's

Profit (economic prosperity), People (social responsibility), and Planet (environmental protection) are the “Three P's” of sustainability's triple-bottom-line perspective.

### SD Commitments

#### *Economic Prosperity*

The Willard will deliver superior value to its stakeholders and guests through the responsible application of natural, technical and human resources, and the pursuit of excellence in all that they do.

“It is necessary to show shareholders and Board members that the strategy which is being rolled out is focused on improving the bottom line. Therefore all calculations demonstrating the savings on a long-term basis are important. They will be centered on energy savings, waste reduction and cost reduction by implementing water and other commodity controls, the reduction of potential liabilities and risks and employee retention. On the revenue side one must show the increase of business from clients who are particularly keen on using SD friendly companies.”

#### *Social Responsibility*

The Willard will be an inspiring place for both guests and staff, and will take a leadership role in improving its local and global community.

“Social responsibility, meaning that a company guarantees that it will be a fair employer and treat its employees with respect, encourages employees to join and stay with a company. They will feel proud of being associated with a leader in the industry, and with a company at the forefront of corporate citizenship. Most of the time employees will be involved in the efforts of a company. It is quite common to see them not only supporting the effort, but enticing the company to go further in its endeavors.”

#### *Environmental Protection*

The Willard will continually reduce its impact on its local and global environment through minimizing waste, maximizing efficiency, and purchasing goods that do not endanger the world's natural resources.

“Caring about the environment is nowadays the responsibility of all governments and all peoples. It is as well the duty of all businesses and executives. Environmentally related ideas should be weighed and considered at company level, but in effect be implemented at the unit level. As well corporate office should be in full support of the effort. Hotels should all be encouraged to apply to an environmental certification.



*PlayPumps International – an organization that helps build water wells in Africa, with a system whereby children playing on merry-go-round equipment provide energy to pump up and store water from a well.*

## Values

The Willard's seven values underline everything the Willard does, including its sustainable development mission. These values are:

- **Accountability:** We are dedicated to performing our assigned tasks with excellence and to deliver outstanding results
- **Education & Development:** We provide everyone the opportunities, knowledge and skills to grow both personally and professionally
- **Empowerment:** We have the authority to take ownership, anticipate needs and make decisions that exceed our customers' expectations on first contact
- **Integrity:** We believe in honesty, ethical behavior, respect and trust
- **Professionalism:** We are an action-oriented team of savvy experts who are passionate and quality driven
- **Sustainable Development :** We are committed to Economic viability, Social and Environmental responsibility
- **Work Smart:** We encourage innovation, proactivity, agility and a safe work environment

## Winning Ways

The Willard's values are embodied by InterContinental Hotels Group's Winning Ways:



Do the right thing



Show we care



Aim higher



Celebrate difference



Work better together

## IHG's Vision

The Willard's sustainable development strategy emulates IHG's core purpose: Great Hotels Guests Love.™



GSTCA.1

## Roadmap to Success

Having implemented its SD strategy, the Willard designed a *Roadmap* to achieving its sustainability goals. The roadmap outlines economic, social and environmental goals. Initiatives are set for each goal, with metrics for measurement and specific, metric-related targets to be achieved each year. These targets provide guidance for the Willard for the five years following each current year.

The complete roadmap can be found in Appendix II. All specific items in the roadmap as found within each section of the report are listed in a table at the end of each section, with the results for 2008, a comparison from the 2008 goal, the previous year's results, and the goal for 2009 according to the roadmap.

The Roadmap's pillars are its specific projects:

**Project CARE** addresses community and workplace quality of life concerns.

**Project COMMUNICATE** is designed to educate stakeholders about their sustainability efforts and to entice the rest of the industry to embrace sustainability.

**Project EDUCATE** is their avenue for providing enrichment and education programs for children.

**Project HEALTH** is the hotel's way of promoting healthy living and habits towards employees, and later to include guests.

**Project GREEN** relates to their impact on land, conservation, biodiversity and climate change.

**Project BLUE** addresses their impact on water-related issues.

**Project PURCHASE** has the goal to buy local, organic, sustainable products as much as possible and as long as it makes economic sense.

## Governance

The governance and management of sustainable development efforts at the Willard have been an inclusive, democratic process. Teams exist for each of the seven projects, with a champion at each team's helm. These teams crafted messages and worked through the executive committee of the hotel to refine their messages. Refined messages were reviewed and approved by the General Manager and the SD champion, who supervises all SD teams.

The Willard's governance practices are based on accounting integrity and excellence. The Willard is using IHG's Control Self Assessment as a reference. A score of 95.3% was achieved in 2007, and 93.4% in 2008. It aims to maintain its compliance above a 95% level each year, improving upon 2008's performance.



Pastry cooking lessons for children of Alliance Française



"Adoption" of Pershing Park in front of the hotel through a partnership with National Park Service

GSTC A.3

**Training, Measurement, and Certifications**

In 2009 the Willard will be championing the IHG Green Engage program, which will provide the basis for pursuing environmental certifications, such as ISO 14001 application (which was not completed in 2008, and is aimed for in 2009) as well as LEED EB, and eventually the ISO 22000 certification in 2011.

The Willard participates in IHG's Control Self-Assessment, which is included in the roadmap. Two general sessions relating to sustainable development are held for all employees each year. Guest satisfaction is measured through the Guest View program.

**Transparency**

The Willard features its efforts in several formats to help guests understand what the hotel does as well as the broader concerns about sustainability and the health and safety impacts of the hotel services. Information regarding food purchases is often included in the menu. Broader program details are included on their sustainability website. Information is displayed in the rooms as well as at the Front Desk. Finally, this report is a large effort to help guests gain a better understanding of the impacts staying at the Willard will have.

For additional information, please visit [www.willarddc.com/sd](http://www.willarddc.com/sd).

For information on IHG's Corporate Responsibility strategy, please visit [www.ihg.com/responsibility](http://www.ihg.com/responsibility)

**Awards**

In 2008, the Willard received the following awards:

- Finalist in Condé Nast Traveler World Savers Award
- HotelWorld: Global Hospitality & Design Awards – Finalist, Sustainable Hotel of the Year
- National Capital Region Harzog Award Nominee

In 2008 Hervé Houdré also published a white paper in the Industry Perspectives series from the Cornell University School of Hotel Administration Center for Hospitality Research, titled Sustainable Hospitality: Sustainable Development in the Hotel Industry, where the Willard's Roadmap approach and sustainable development strategies were explained in detail.



*Cinderella Ball - prom for teenagers with disabilities*

ROADMAP INDICATORS - SUSTAINABLE MANAGEMENT						
Project	Initiative	2007 Actual	2008 Goal	2008 Actual	Actual vs. Goal	2009 Goal
GOVERNANCE	IHG Control Self Assessment	95.3%	96%	93.4%	2.7%	95%
EDUCATE	Conservation Tips Booklet	n/a	Distribute to Guests	Only available electronically		Distribute to Guests
HEALTH	Decrease Employee Injuries	n/a	n/a	80	n/a	72
GREEN	ISO 14001 Certification	n/a	Attain Certification	Not attained as of yet		Attain Certification
GREEN	LEED EB Certification	n/a	n/a	n/a	n/a	Attain Certification

## Social and Economic Benefits to the Community

A downtown hotel in Washington, D.C., the Willard's scope of Community encompasses its employees, the local inhabitants, its local suppliers, and its guests as they are temporary residents of the area during their stay.

### Employees

In 2008 the Willard employed 456 people – 377 full time and 79 part-time or temporarily. 55% of the workforce was male and 45% female. The ethnic breakdown of the Willard was 29% African-American, 27% Asian, 23% Latino, 20% White, and 1% Other.

The ethnic breakdown of management and supervisory positions was 67% White, 16% Asian, 12% African-American, and 5% Latino. 52% were female, and 48% male. Salaries on average were 0.5% higher for males in executive committee positions, 18.3% higher for males in departmental head positions, and 9.4% higher for females in assistant management positions. Average entry-level wage at the Willard was 51% above local Washington D.C. minimum wage requirements.

Turnover in 2008 was 18.4%, which was 9% lower than in 2007, and 22% lower than in 2006.

The Willard's employees traveled a total of 258,600 miles to and from work. 82% of employees use some form of public transportation, 35% drive, and 8% bike or walk to and from work (many employees use multiple transportation methods). The total carbon footprint generated from employee transportation in 2008 was 63.6 MTCO<sub>2e</sub>, a 21% reduction from 2007.

All full time employees receive medical, dental and eye healthcare, paid vacation, personal days, holidays and a 401k. These benefits are available to part-time employees who work 32 hours or more a week. All employees receive annual performance reviews and performance development plans.

To manage workplace safety, the Willard has a safety committee that meets once a month. The committee has managers from all departments. Each month, the committee walks the property to discuss safety issues. They also provide a daily review of any workplace accidents and report how long it has been since a workplace accident occurred.

The Willard does not have any collective bargaining agreements in place. The Willard ensures that it continuously offers fair compensation and healthcare packages by benchmarking them against industry standards on an annual basis. No child, compulsory, or other illegal form of workforce or labor practice is used, as part of the Willard's adherence to IHG's

GSTC B.7



*Cleaning of the Anacostia River through the support of Earth Conservation Corps*

Human Rights Policy. This policy can be found at <http://www.ihgplc.com/index.asp?pageid=693>.

In 2008, the Workplace Quality Index was implemented, whereby the hotel uses a partial extraction of IHG's Employee Survey. This portion corresponds to the employee's relationship to the company, to their job, and to their colleagues. All employees are surveyed annually, by filling out a questionnaire asking them to rate specific aspects of their work. This index weights and ranks the responses in a metric to quantify each employee's perception of workplace quality, on a scale of 100. The index result for 2008 was 82.

Finally, the Willard takes an active role in supporting the health of its team members. Through Project HEALTH, the Willard hopes to improve cardiovascular health, boost energy levels, and bring on the many benefits of healthy living. With the Willard Road Runners program, employees ran a total of 2483 miles, exceeding the 2008 goal of 500 miles by over 400%. The Willard has partnered with the American Lung Association to offer smoking cessation aid and resources. The "Employee Extreme Makeover" program is an effort to help coworkers lose weight and quit smoking. 33 employees participated in Project HEALTH, losing 105 collective pounds and 7 attempting to quit smoking.

### Local Relations

The Willard has been a member of the local community for decades. To play its role as a business citizen of Washington, DC, the Willard has partnered with a number of local and regional organizations to help address community concerns. Each partnership provides a way for the Willard to help promote the work of the partner organizations, enrich the working experience of employees of the Willard, and advance the Willard's own social goals.

The Willard has a strong community service program, Project CARE. This project consists of three programs. First, the Willard actively supports employee community service actions. 73 staff members participated in community service activities, with a total of 1,210 hours volunteered in 2008. Previous efforts have included AIDS walks for the Whitman-Walker Clinic, the Susan G. Komen Race for the Cure, and a toy drive that donates toys to the Children's National Medical Center. The program also aims to co-sponsor two charity events each year. In 2008, the Cinderella Ball, a prom for teenagers with disabilities, was co-sponsored. In 2009, the program aims to host the St. Jude Children's Research Hospital event, support the Habitat for Humanity program, and sponsor entirely the Cinderella Ball.

Through Project EDUCATE, the Willard adopted Thomson Elementary School, a public school with 570 elementary school students, integrating routine field trips and events with the hotel's resources, such as historic tours, geography knowledge competitions, and reading courses.

### Benefits to Cultural Heritage

The Willard is a historical landmark with a history deeply rooted in the development of America as it is today. A microcosm of America's history, the Willard is known as the "Residence of Presidents" having hosted nearly every U.S. president since Zachary Taylor in 1850.



History Gallery

GSTC B.1



Adopted DC Thomson Elementary School

By maintaining its original function, the Willard has offered significant public service over the decades. The economic value of these contributions is difficult to calculate. The Willard has contributed to intangible infrastructure. Just one example is the term “lobbyist.” This word was popularized by President Ulysses S. Grant, when he would relax in the lobby of the Willard with a cigar and brandy and be approached by people seeking favors.

Other examples of the Willard's place in history:

- Martin Luther King, Jr.'s “I Have a Dream,” speech was finalized at the Willard
- Julia Ward Howe wrote the words of The Battle Hymn of the Republic while staying at the Willard
- Calvin Coolidge ran the country from the Willard for three weeks in August 1923
- The National Press Club, the Gridiron Club and the Alpha Club were all created at the Willard

The historic legacy of the Willard, or “America's Hotel”, is illustrated in a comprehensive history gallery located at the upper end of the hotel's Peacock Alley promenade. Lincoln and his family lived at the Willard for ten days before moving into the White House. His inaugural luncheon at the hotel consisted of corned beef and cabbage, mock turtle soup, parsley potatoes and blackberry pie. This menu, a copy of Lincoln's Willard hotel bill of \$773 and over 100 photos and historic anecdotes reflecting the illustrious American history at the Willard hotel are displayed in the History Gallery. The display is comprised of five thematic panels, The Early Years, Political History, Presidential History, Cultural Events and Restoration, plus a timeline highlighting key events in the hotel's and the nation's history.

GSTC C.3  
C.4

All function rooms are named after a president or a chief justice and have photos of them. The gift shop offers relevant and appropriate souvenirs.

GSTC B.9

Nearly a hundred years ago, 3,000 Cherry Blossom trees were planted in Washington DC as a donation from the Japanese government. Today the district's cherry trees represent part of its local identity. To help support this identity, the Willard donated five trees to the National Parks Service as part of the National Capital Region Cherry Tree Replacement Fund.



*Planting of cherry trees along Tidal Basin through a partnership with National Park Service*

### Supplier Relations

The Willard works with suppliers and contractors to ensure that they meet a baseline set of requirements. Vendors are provided a set of standards that they are expected to uphold. Vendors have the opportunity to provide the Willard with insight through the SD Vendor Advisory Board, a panel of 15 members representing various vendors. This panel meets once a year to discuss the Willard's sustainability objectives and how the vendors can work to help meet them. As part of this process, the board is provided with the opportunity to share their insight and programs and offer their own experience and suggestions to the Willard.

### Guest Inclusion











Project EDUCATE also informs guests about sustainability. The Willard provides a conservation tips booklet for guests to help raise awareness about the Willard's sustainable development programs. This was made available electronically in 2008 and will be printed in the third quarter of 2009 through a partnership with Xerox.

To further guest inclusion, Project COMMUNICATE involves the creation of e-newsletters, the Willard's sustainable development website, and the creation of a sustainable development TV channel for the hotel's in-house programming. The website has comprehensive information about their environmental programs and efforts, while the TV channel will be an in-house program featuring information about corporate social responsibility, highlighting the initiatives of the Willard and other InterContinental hotels as well as giving an opportunity to companies involved in SD to showcase their efforts.

The Willard Green Meeting offers sustainable menus, team-building environmental experiences, eco-ice-breakers and well-being exercises, among other eco-friendly offerings for meetings, conferences and events. Special features of The Willard Green Meeting include "Eco Vision" Breaks - nature-focused meeting breaks which provide attendees the opportunity to experience through delicious foods, sights and sounds, local and exotic environments in need of care and preservation. In 2008, themes included the Green Dream, DC Experience and Mount Vernon breaks.



Food drive

ROADMAP INDICATORS - SOCIAL RESPONSIBILITY (COMMUNITY)						
Project	Initiative	2007 Actual	2008 Goal	2008 Actual	Actual vs. Goal	2009 Goal
CARE	Community service actions (Number of community hours-number of staff)	2537-110	1110 - 66	1008 - 203	-9%, 208%	1210 - 73
CARE	Co-sponsored signature charity events	n/a	Co-Sponsor Cinderella Ball Event	Event Held and Co-Sponsored		Fully Sponsor Cinderella Ball
CARE	Workplace Quality Index	n/a	n/a	82	n/a	83
COMMUNICATE	Client communication	n/a	n/a	2 Newsletters Sent		3 Newsletters to 12000 clients
COMMUNICATE	Client communication	n/a	Develop	Going to Green Guide and all news placed on-line		Print and Distribute to Guests
EDUCATE	Adopt a school	n/a	Adopt a school	Thomson Elementary School Adopted		One sponsored event per month
EDUCATE	Corcoran painting program	10 Children	10 Children	0 Children		n/a
EDUCATE	Cooking classes to children	n/a	7 Children	7 Children		15 Children
HEALTH	Willard Road Runners (miles run or walked)	4,521	500	2,434	387% 	3,000
	Employee Extreme Make Over (No. of participating employees-weight lost-quit smoking)	23-168-2	30-210-3	33-105-0 (7 tried quitting)	10%, -50%, 0	30 - 220lbs - 3
GREEN	Adopt Pershing Park	Adopt Park	Continue Park Adoption	Adoption Program Continued		Purchase cigarettes urns
BLUE	Create a water conservation fund and develop local, national and international initiatives	n/a	Carry Out Program	Program Fulfilled		Indian tribes
		n/a	Carry Out Program	Program Fulfilled		Africa

## Environment

# Environment: Maximizing Benefits and Minimizing Impacts

The Willard believes environmental responsibility in the context of a hotel means both addressing the environmental impact of the hotel's operations as well as contributing to local environmental clean-up and stewardship efforts. They are addressing their global and local impact with Project GREEN and Project BLUE.

Project **GREEN** includes nine initiatives. They take forward thinking steps in addressing both local and global environmental opportunities.

- 100% Wind Power through the purchase of REC's (Renewable Energy Certificates)
- Adopting Pershing Park
- Waste reduction
- ISO 14001, LEED EB and 22000 Certifications
- Sustainable food and beverage offerings, no endangered fish species served
- Improve environmentally friendly hotel room concept in a city hotel
- Reduction of paper consumption, with all paper used having 30% recycled content
- Increase green cleaning products purchasing
- Support the National Park Foundation planting of Cherry trees in Washington, DC

Project **BLUE** is an effort to create a water conservation fund that addresses local and global water quality and scarcity concerns as well as sanitation issues. Supporting the Earth Conservation Corps's efforts to clean the Anacostia, a local river feeding into the Potomac and ultimately southern Chesapeake Bay is the most prevalent local example. To address a national and a global water issue, the Willard has partnered with Running Strong to support the creation of water wells in a Native American reserve in South Dakota, as well as partnering with PlayPumps International to sponsor a water well in South Africa.

*Running Strong for American Indian Youth – the program works with Pine Ridge Indian Reservation in South Dakota, where water is the greatest need of the organization. Many families live without running water. The program aims to drill 13 water wells each year to families in the region. [www.indianyouth.org/water.html](http://www.indianyouth.org/water.html)*

*PlayPumps International's mission is to help improve the lives of children and their families by providing easy access to clean drinking water, enhancing public health, and offering play equipment to millions across Africa. [www.playpumps.org](http://www.playpumps.org)*



*Sponsorship of a waterwell for an indian family through a partnership with Running Strong for Indian Youth*

## Conserving Resources

### Water

The Willard's Project BLUE addresses water related concerns. It consists of water reduction efforts as well as local, national, and global water efforts.

Water reduction programs include a guest voluntary linen re-use program, a voluntary guest donation of \$1 per room per night at check-in, and the purchasing of local mineral water from RESTORE. Savings from laundry reduction and the funds raised from the guest donations are used for supporting cleaning efforts of the Anacostia River and create water wells in South Dakota and Africa. RESTORE supports the Chesapeake Bay Recovery Partnership with a portion of its profits and supports the Earth Conservation Corps through a donation for every case purchased.

In 2008, 17% of multiple-night stay guests participated in the towel reuse program, 10% in the linen reuse program, and 21.6% of all guests voluntarily donated \$1 per room night.

The Willard has a goal to reduce water consumption, in terms of both real water consumption and water consumption per occupied room. The Willard consumed 336 gallons of water per occupied room in 2008, up from 321 in 2007, from the public utility. Total water consumption reached 40,301 CCF in 2008, up 4.7% from 2007.

All of the water used by the hotel is drained into the city system. Washington, DC is serviced by a combined sewer system that carries both gray water from the buildings in the area as well as storm water. Due to the system design, some water overflows into the Potomac and Anacostia Rivers during storm surges when Combined Sewer Overflow (CSO) events occur. Composting food scraps rather than disposing of food through garbage disposals feeding into the sewer system reduces the normal load placed on the system, thereby increasing its capacity to handle a storm surge event without overflow.

### Reducing Pollution

According to the EPA's 2006 Greenhouse Gas Inventory report, commercial buildings account for 17% of GHG emissions. IHG's two major priorities are to create local economic opportunity and to work towards making a night with IHG more carbon efficient. Charity and carbon offsetting alone are insufficient to address the complexity and scope of these challenges. This is why IHG is focusing more on new and innovative approaches to how hotels are built and run. To reduce greenhouse gas emissions, the Willard has embraced waste reduction programs, recycling, food composting, purchased wind power, and has taken account of the commuting methods and associated emissions of all of its staff.

### Energy

The Willard has a goal of 1% reduction in gas per occupied room. This reduction would equate to a total reduction of approximately 9,368 cubic feet of gas annually, and 57 MTCO<sub>2e</sub> of reduced GHG emissions. Gas consumption in 2008 was 250,257 CCF, representing a 3% increase of 2007 levels. This is 2.79 CCF per occupied room, 7.3% short of the goal



*"Adoption" of Pershing Park in front of the hotel through a partnership with National Park Service*

GSTC B.9  
D.1.4



*Cleaning of the Anacostia River through the support of Earth Conservation Corps*

GSTC D.1.3

of 2.6. From a price risk perspective, the average price of gas has risen 12% from 2007 to 2008.

### Electricity

Although a hotel cannot control the emissions created by power producers selling into the grid, it may choose to purchase Renewable Energy Certificates (REC's), develop onsite generation capacity, or engage in energy management practices that reduce its energy demand. Of these strategies, the Willard has chosen to purchase wind power REC's for all hotel electricity. More information on the REC's purchased can be found in Appendix V. The Willard is also engaging in an active energy management program with reduction goals listed in the roadmap.

The Willard's electricity consumption was 81.5 kWh per occupied room in 2008, a 7% decrease when compared to 87.8 kWh in 2007 and 6% better than the goal of 86.8 kilowatt hours (kWh) per occupied room in 2008. The overall goal on the roadmap is to reduce this figure to 80 kWh in 2013.

The Willard also offers a complimentary hybrid-electric car service for transfers within a five mile range for guests during the morning period during their stays

### Waste

The Willard's goal is to minimize waste generation while also increasing diversion rates through recycling and composting. Total landfilled waste was 635 tons in 2008, surpassing its goal by 18% from its roadmap objective of 775 tons in 2008, and 27% below its landfilled waste tonnage in 2007.

A waste audit was conducted in November of 2008, resulting in over 300% increase of average food scrap tonnage of 9 tons per month, up from 2 tons per month for the months of January-October. This increase occurred from optimized placement of containers and staff education about the ability to include paper-related food & beverage waste within the food scrap stream, which had previously accounted for much discarding of food scraps into trash bins. As a result, Willard surpassed its composted food scrap goal of 20 tons by 83.4%,

Also, in 2008 the recycling program was expanded to include corrugated cardboard, with 56 tons recycled from February through December. This addition allowed the Willard to increase its diversion rate to 32%, more than twice its rate of 15% achieved in 2007. Total materials Landfilled and diverted was 7% lower from 2007. Batteries, computers, and compact fluorescent lights are also recycled.

Adding to the waste reduction program, the Willard works with Coastal Sunbelt, one of its produce vendors, who takes back packaging and cardboard from its items supplied, further contributing to the waste reductions seen in 2008.

### Materials

The goal for paper usage is to decrease consumption from 327 cases a year in 2007 to 241 cases a year in 2013. Paper usage in 2008 was 312 cases, 9.5% from its goal of 285, but 4.6% lower than 2007.



*The Willard purchases 100% of its electricity through wind energy REC's*

GSTC D.1.2  
D.2.3

**GSTC B.3**

A newspaper reduction program was also implemented late in the year, whereby newspapers are distributed near elevators on guestroom floors instead of at each individual guestroom door. In the first period, this resulted in a reduction of newspaper consumption by 39%. In addition, holiday greeting cards are distributed electronically to use less paper.

In 2008, sustainable menu items comprised 57% of menu items, exceeding the goal of 20% in 2008. The final roadmap goal is 60% by 2012. Sustainable menu considerations include sourcing local, organic foods that reduce the use of chemical fertilizers and keep food miles to a minimum, selecting sustainably farmed or harvested fish that does not deplete damaged fishery stocks or populations, and other environmental and humane issues.

Guestroom keycards made from 88% recycled materials were also implemented in 2008. All rooms were equipped with bamboo/cotton towels, paper made from 30% recycled content, and coffee is Rainforest Alliance certified.

**Refrigerants**

The Willard uses R-123 in its chillers. In 2008, the hotel had a proportionate replacement of 120 pounds of R-123 refrigerant from leakage. Operating chillers with R-123, the carbon footprint resulting from this leakage was 20 times or 80 mTCO<sub>2</sub>e less than it would have been with R-22.

**Greenhouse Gas Emissions**

The Willard's greenhouse gas emissions are driven by natural gas consumption in Scope 1, purchased & consumed electricity in Scope 2, and diverse drivers in Scope 3.

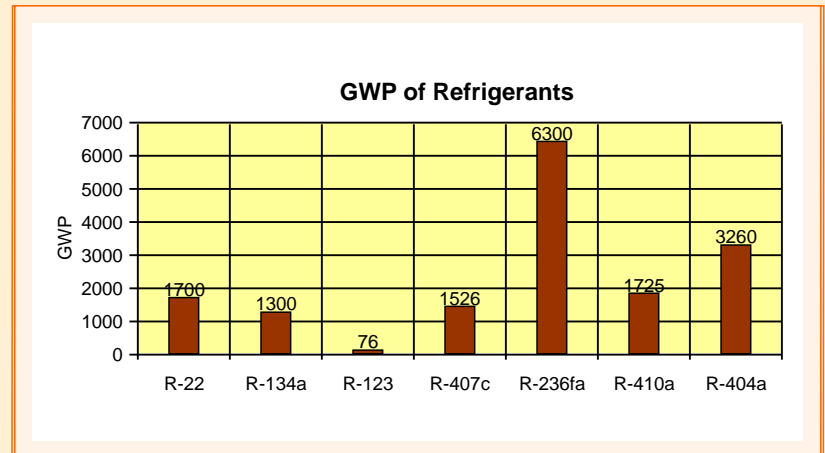
**Scope 1**

In 2008, energy-driven gross greenhouse gas emissions were 1,357.6 mTCO<sub>2</sub>e, or 33.4 pounds per occupied room.

The Willard uses R-123 in its chillers, which has a substantially lower GWP than R-22 and R-134a. Fugitive emissions from its leakage were 4.1 mTCO<sub>2</sub>e.

Direct emissions (scope 1 emissions) from the Willard's operations, generated from the use of natural gas,

**GSTC D.2.1**



*In hotel operations, refrigerants and coolants are used in their greatest quantities in chillers, and are also found in restaurant refrigerators and decentralized air conditioning units. In choosing a refrigerant, it is important to also weigh in its GWP, which could lead to a higher environmental and eventually economic cost in the long-run.*

refrigerant leakage, and diesel from backup power generation, totaled 1,357.6 MTCO<sub>2</sub>e in 2008, or 33.4 LbCO<sub>2</sub>e per occupied room, an 8.7% increase from 2007.

### Scope 2

Electricity consumption generated 3,924.6 metric tons of CO<sub>2</sub>e in 2008 (96.6 pounds per occupied room), a 6.5% reduction from 4,197.9 mTCO<sub>2</sub>e (99.54 pounds per occupied room) in 2007. In addition, the purchase of wind energy REC's in 2008 completely offset its Scope 2 emissions.

### Scope 3

Emissions from waste were 2,574.3 mTCO<sub>2</sub>e, taking into account the emissions reductions from recycling and composting programs (227.8 mTCO<sub>2</sub>e).

Indirect emissions (scope 2 and 3 emissions) from the Willard's operations, generated from electricity use, waste generation, property-level air travel and employee transportation, totaled 6,917.7 mTCO<sub>2</sub>e in 2008. Composting, recycling, and REC purchases reduced and offset emissions by 4,346.9 mTCO<sub>2</sub>e.

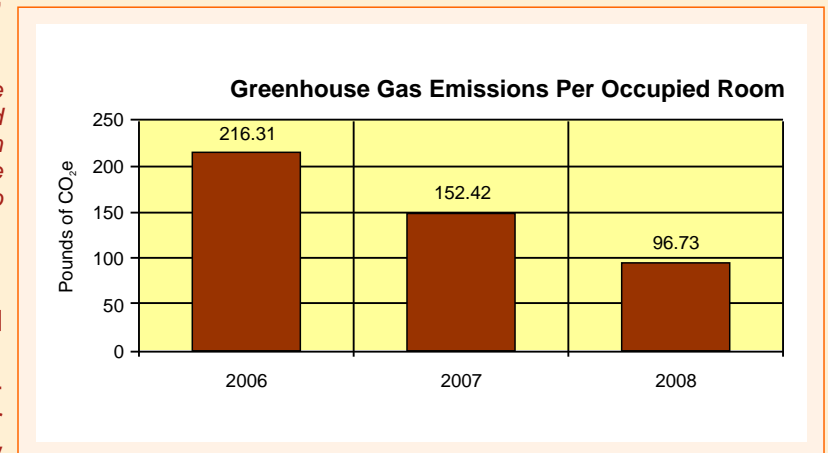
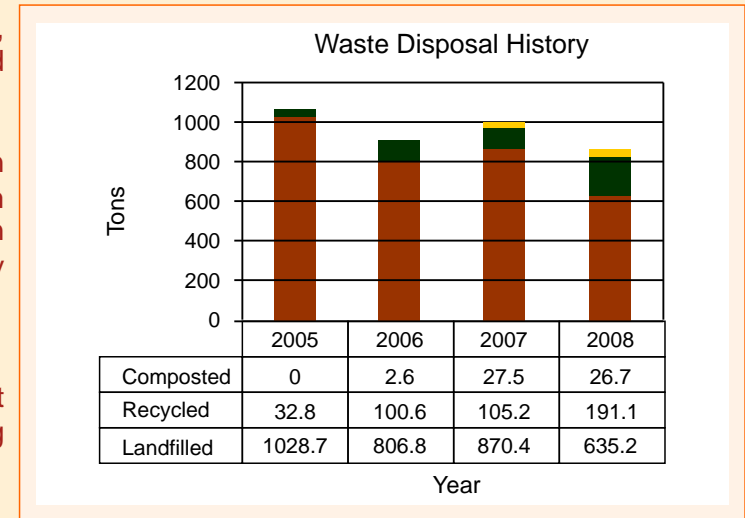
Overall, the Willard's net carbon footprint was 3,928.3 mTCO<sub>2</sub>e, and with emissions per occupied room) of 96.73. These figures were 47% and 45% lower than the previous year, respectively.

*\*The carbon footprint of the Willard in present and previous years were adjusted to reflect updated numbers based on EnviRelation's updated methodology, which more accurately addresses the GHG conversion factors from waste generation and disposal and employee transportation, as well as a prorating for energy consumption related to the in-house washing of linens not related to the hotel's operation.*

### Conserving Biodiversity, Ecosystems, and Landscapes

As an historic urban hotel, the Willard has little direct large-scale impact on biodiversity. The hotel is not located on or near any protected areas or areas of high biodiversity value within or outside of protected areas. The nearest area of biodiversity is Pershing Park, which is adjacent to the entrance of the hotel and contains gardens and benches.

Activities operating an urban hotel that most impact biodiversity are food procurement programs and disposal, product purchases, and energy consumption. The Willard does not hold captive wildlife nor engage in any trade of wildlife.





*Cinderella Ball - prom for teenagers with disabilities*












GSTC B.3  
B.4  
D.3.4

Food purchases have significant biodiversity impacts. Industrial-style agriculture that overloads the soil with chemical fertilizers results in nitrogen run-off, a leading cause of “dead zones.” Improper field and crop rotation can result in nutrient depletion from the soil. Many people believe that genetically modified crops and the use of pesticides can have unforeseen effects on genetic diversity of crops and their effect on human health.

In addition to sustainable menu items, composting food wastes further contributes to biodiversity preservation. Because of the combined sewer system in Washington, DC, diverting food out of the sewer reduces combined sewer overflows during storm surges because it reduces the load placed on the system. Additionally, the final product, compost, is an environmentally friendly, organic soil amendment that can be used to reduce the application of chemical fertilizers with artificial nitrogen loads. Not only is the amount of synthetic material applied to the land reduced, but the higher water-retention characteristics of the compost hold more nitrogen and water in the soil, resulting in less waste and less nitrogen run-off contributing to dead-zones.

Other products purchased have a strong relationship with the survival of biodiversity. Paper requires logging, which can be reduced or avoided using recycled paper. Glass and metal containers, computer parts, and other goods purchased and consumed on monthly or annual basis require mining that is often habitat-destroying surface mining. Energy consumption may have similar results for operations using energy from oil or coal.

Located within an urban habitat, the Willard must look off-site to find ways to address biodiversity concerns. A partnership with the Alice Ferguson Foundation helped to preserve farmland in Maryland at the Hard Bargain Farm as well as promote their river clean-up programs and efforts to drive Washington, DC to be waste free ([www.fergusonfoundation.org](http://www.fergusonfoundation.org)). The hotel has adopted Pershing Park, a small urban park adjacent to the entrance of the hotel. Hotel volunteers regularly clean and maintain the park, keeping it litter free and helping the garden to grow. The decision to use RESTORE mineral water supports Chesapeake Bay restoration, and the water funds they are establishing will help preserve and restore potable water and aquatic life. Also, the planting of cherry trees along the Tidal Basin and the planting of native shrubs, trees and plants in outdoor areas contribute to overall environmental action.

ROADMAP INDICATORS - ENVIRONMENTAL PROTECTION						
Project	Indicator	2007 Actual	2008 Goal	2008 Actual	Actual vs. Goal	2009 Goal
ECONOMICS	Electricity consumption (kWh per occupied room)	87.7	86.8	81.52	-6.1% 	81.2
	Gas (CCF per occupied room)	2.63	2.6	2.80	7.5% 	2.58
	Water (gallons per occupied room)	320.7	317	336.75	6.2% 	314
GREEN	Wind energy	10% Jan-May, 100% Jun-Dec	100%	100%		100%
GREEN	Waste consumption (tons)	870.4	775	635.2	-18,0% 	603
	Recycled materials (tons)	105.2	135	191.1	41.6% 	200
	Composting (tons)	27.5	20	36.7	83.3% 	41
GREEN	% of menu items considered sustainable	n/a	20%	57%	185.0% 	60% of menu sustainable
GREEN	Improve environment friendly hotel room concept in a city hotel	n/a	Implement new green products on one floor	Implemented		Implement new green products on one floor
GREEN	Reduction of paper consumption (boxes of purchased recycled paper)	327	285	312	9.5% 	296
GREEN	Reduce Employees carbon footprint (mTCO <sub>2</sub> e)	80.88	n/a	63.6	n/a	63.0
BLUE	Create a water conservation fund to clean Anacostia River	Fund Established	Fund Executed	Fund Executed		Continue Fund Execution

## Conclusion

This has been the Willard InterContinental Hotel's second annual sustainability report. It has included both performance worthy of accolades, and performance needing improvement. More importantly, it is an honest representation of the Willard's commitment towards sustainability and the effect of the actions being taken.

The Willard's "Roadmap" sets a clearly defined strategy and goals for performance and addresses pressing environmental impacts, ensuring consistent dedication and commitments to sustainability through effective management. The Willard is addressing multiple environmental and societal issues, locally and globally. Its partnerships are promoting some of the finest organizations to excel at what they are best at. From children's health and smoking cessation to African water concerns, the Willard has selected pertinent issues facing the global community.

Clear improvements in environmental performance have been made. From reducing electricity consumption and purchasing renewable energy to reducing net greenhouse gas emissions and landfilled waste, the Willard has seen great success. Improved figures in electricity and waste were so successful that the goals for the next 5 years had been met, necessitating a re-calibration of the roadmap for the future. There are certain areas where goals were not reached, such as gas and water. Those areas will be priority areas for 2009.

This report and the measurements will be greatly improved with IHG's new online sustainability system called 'Green Engage' program that IHG is implementing in all their hotels in 2009, which assists general managers across its 4,200 hotels to manage hotel energy, water and waste consumption more effectively. IHG will benefit as well because it now has a common environmental reporting and management system and consumers will benefit by staying in hotels that are demonstratively more environmentally friendly.

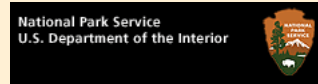
Sustainable Development is a continuous journey, and the Willard is still at the dawn of its potential achievements. Furthermore, expanding the roadmap, utilizing new frameworks, and measuring through performance indicators all leave room for continual improvement.

# Appendices

Appendix I	Partnerships
Appendix II	The Willard's Roadmap
Appendix III	GSTC
Appendix IV	UN Development Issues
Appendix V	Renewable Energy Certificates
Appendix VI	GRI
Appendix VII	Definitions

# Appendix I - Partners

## National Park Service



The Willard has partnered with the National Park Service in its effort to clean and help maintain Pershing Park, a small urban park near the entrance of the hotel, as well as planting cherry trees along the Tidal Basin.

## American Lung Association



The partnership with the American Lung Association is a smoking cessation program funded by settlement money paid out by tobacco companies to the American Lung Association. Eight workers from the Willard quit smoking in the first year of the program, through support such as cessation patches and help phone numbers. The American Lung Association also partnered with the US Justice Department and the Washington, DC neighborhood of Adam's Morgan for its smoking cessation efforts

## Earth Conservation Corps



Project BLUE, the Willard's water-focused efforts, are aided by a partnership with the Earth Conservation Corps. Money raised from Project BLUE efforts are donated to the Earth Conservation Corps. In turn, the Corps offers river patrol tours of the Anacostia River to Willard employees and works to keep the Anacostia clean.

## Alice Ferguson Foundation



The Alice Ferguson Foundation is a local environmental education and action group that maintains an organic farm, the Hard Bargain Farm, on the shores of the Potomac and sponsors regular trash-free events such as clean-ups and multi-stakeholder meetings. AFF sells organic eggs to the Willard and chefs from the Willard visit the farm to offer cooking classes to children there.

### Children's National Medical Center



The Willard helps the Children's National Medical Center by sponsoring toy and gift drives, and donating turkeys during the holidays.

### Chesapeake Bay Recovery Partnership



The Chesapeake Bay Recovery Partnership is a public-private partnership between the Oyster Recovery Partnership and the State of Maryland Department of Natural Resources. Donations are made to the Partnership through the use and sale of RESTORE bottled water at the Willard.

### United States Environmental Protection Agency



The US EPA has highlighted the Willard for its use of 100% wind power, as well as a pilot for energy conservation.

### St. Jude Children's Research Hospital



The Willard is planning to undertake an annual fundraiser for St. Jude Children's Research Hospital. Current plans are to launch a luncheon & fashion show in 2009, and to continue it annually.

## Appendix II - The Willard SD Roadmap










ECONOMIC PROSPERITY		2009	2010	2011	2012	2013
Governance	IHG Control Self Assessment	95%	95%	95%	95%	95%
Governance	Consumption reduction (1%/year) - Electricity consumption (kWh per occupied room) - Gas (CCF per occupied room) - Water (gallons per occupied room)	81.2 2.58 314	80.9 2.55 308	80.6 2.53 305	80.3 2.5 302	80 2.48 300
SOCIAL RESPONSIBILITY		2009	2010	2011	2012	2013
Project CARE	Community service actions (Number of community hours-number of staff)	1210-73	1330-80	1465-88	1600-97	1760-108
Project CARE	Sponsor signature charity events	- Cinderella Ball fully sponsored - St Jude's Hospital support	- Cinderella Ball fully sponsored - St Jude's Hospital support	- Cinderella Ball fully sponsored - St Jude's Hospital support	- Cinderella Ball fully sponsored - St Jude's Hospital support	- Cinderella Ball fully sponsored - St Jude's Hospital support
Project CARE	Workplace Quality Index	83	84	85	86	87
Project CARE	Support Habitat for Humanity	Develop one project		Develop one project		Develop one project
Project COMMUNICATE	Client communication	- 3 Enewsletters to 12,000 clients - SD website development - Creation of SD TV Channel - Creation of a Facebook SD account	- 3 Enewsletters to 12,500 clients - SD website development - SD TV development - Facebook account development	- 3 Enewsletters to 13,000 clients - SD website development - SD TV development Facebook account development	- 3 Enewsletters to 13,500 clients - SD website development - SD TV development Facebook account development	- 3 Enewsletters to 14,000 clients - SD website development - SD TV development Facebook account development
Project EDUCATE	Adopt a school	One sponsored event per month	One sponsored event per month	One sponsored event per month	One sponsored event per month	One sponsored event per month
Project EDUCATE	Cooking classes for children	15 Children	15 Children	15 Children	15 Children	15 Children
Project EDUCATE	Conservation tips booklet	Distributed to Hotel and Catering clients	Distributed to Hotel and Catering clients	Distributed to Hotel and Catering clients	Distributed to Hotel and Catering clients	Distributed to Hotel and Catering clients
Project HEALTH	Decrease employees injury numbers	72	68	64	60	57

Project HEALTH	Willard Road Runners (miles run or walked)	3000	3500	4000	4500	5000
	Employee Extreme Make Over (Nb of participating employees-weight lost-quit smoking)	30-220lbs-3	30-220lbs-3	30-220lbs-3	30-220lbs-3	30-220lbs-3
<b>ENVIRONMENTAL PROTECTION</b>	<b>INITIATIVE</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Project GREEN	Wind energy	100%	100%	100%	100%	100%
Project GREEN	Waste consumption (tons)	603	573	544	517	491
	Recycled materials (tons)	200	210	221	232	244
	Composting (tons)	41	45	49	54	59
Project GREEN	ISO 14001	certification				
Project GREEN	LEED EB	certification				
Project GREEN	ISO 22000		certification			
Project PURCHASE	Sustainable F&B offer	60% of menu sustainable	60% of menu sustainable	60% of menu sustainable	60% of menu sustainable	60% of menu sustainable
Project GREEN	Improve environment friendly hotel room concept in a city hotel	Implement new green products on one floor	Implement in 50% of rooms	Implement in 50% of rooms		
Project GREEN	Reduction of paper consumption (boxes of purchased recycled paper)	296	281	267	254	241
Project GREEN	Reduce non-green cleaning products purchasing (gallons)	2500	2250	2025	1823	1640
Project GREEN	Adopt Pershing Park	Install cigarettes urns	Continue Park Adoption	Continue Park Adoption	Continue Park Adoption	Continue Park Adoption
Project GREEN	Reduce Employees carbon footprint	63.0	62.3	61.7	61.1	60.5
Project GREEN	Create fund to support National Park Foundation planting of Cherry trees in DC	Develop partnerships to support NPS	Develop partnerships to support NPS	Develop partnerships to support NPS	Develop partnerships to support NPS	Develop partnerships to support NPS
Project BLUE	Create a water conservation fund and develop local, national and international initiatives	Anacostia River, Native Americans, Africa	Anacostia River, Native Americans, Africa	Anacostia River, Native Americans, Africa	Anacostia River, Native Americans, Africa	Anacostia River, Native Americans, Africa
Project BLUE	Adopt a school in a developing country and give them access to clean water and sanitation	support a school in Ethiopia	support a school in Latin America	support a school in Asia	support a school in Africa	support a school in Latin America










## Appendix III - GSTC





The Global Sustainable Tourism Criteria, or GSTC, was launched in 2008 as a multi-stakeholder, international approach to the issue of addressing sustainable development issues in tourism through a common understanding. It was created by analyzing over 4500 criteria from 60 certifications relating to sustainable tourism, in order to arrive at a basic set of guidelines for businesses to become more sustainable, and serve as a recognizable, universal guideline that tourism businesses may adhere to.

The criteria are complemented by performance indicators, educational programs, and user tools from which the guidelines may be achieved. More in-depth approaches to the criteria are being developed, however the initial launch holds the following criteria (available at [www.sustainabletourismcriteria.org](http://www.sustainabletourismcriteria.org)):

CLASS TOPIC SECTION	DESCRIPTION	COMPLIANT?	OBSERVATIONS
A	Demonstrate effective sustainable management		
A A.1	The company has implemented a long-term sustainability management system that is suitable to its reality and scale, and that considers environmental, sociocultural, quality, health, and safety issues.		Next 100 years & Roadmap
A A.2	The company is in compliance with all relevant international or local legislation and regulations (including, among others, health, safety, labor, and environmental aspects).		Compliance Met
A A.3	All personnel receive periodic training regarding their role in the management of environmental, sociocultural, health, and safety practices.		Orientation program and 2 general sessions per year
A A.4	Customer satisfaction is measured and corrective action taken where appropriate.		Guest View surveys
A A.5	Promotional materials are accurate and complete and do not promise more than can be delivered by the business.		Complete information is listed on 2 websites (hotel and sustainability)
A A.6	Design and construction of buildings and infrastructure		
A A.6 A.6.1	comply with local zoning and protected or heritage area requirements		No infractions
A A.6 A.6.2	respect the natural or cultural heritage surroundings in siting, design, impact assessment, and land rights and acquisition		historic urban hotel, renovations are aligned with historic architecture and design
A A.6 A.6.3	use locally appropriate principles of sustainable construction		Building restored in 1986 to original 1901 plan
A A.6 A.6.4	provide access for persons with special needs		Wheelchair and visually impaired accessible, several ADA guestrooms

CLASS TOPIC SECTION	DESCRIPTION	COMPLIANT?	OBSERVATIONS
B	Maximize social and economic benefits to the local community and minimize negative impacts		
B B.1	The company actively supports initiatives for social and infrastructure community development including, among others, education, health, and sanitation.		Partnerships, elementary school adoption, employee health initiatives
B B.2	Local residents are employed, including in management positions. Training is offered as necessary.		97% of employees live within 20 miles of the hotel
B B.3	Local and fair-trade services and goods are purchased by the business, where available.		Worked with 3 local farms, 1/5 of coffee was fair-trade certified
B B.4	The company offers the means for local small entrepreneurs to develop and sell sustainable products that are based on the area's nature, history, and culture (including food and drink, crafts, performance arts, agricultural products, etc.).		Sourcing food from local farmers
B B.5	A code of conduct for activities in indigenous and local communities has been developed, with the consent of and in collaboration with the community.		Not Applicable
B B.6	The company has implemented a policy against commercial exploitation, particularly of children and adolescents, including sexual exploitation.		Addressed through IHG's Code of Ethics and Harassment policy
B B.7	The company is equitable in hiring women and local minorities, including in management positions, while restraining child labor.		measurement included in report
B B.8	The international or national legal protection of employees is respected, and employees are paid a living wage.		Local minimum wage requirements are followed
B B.9	The activities of the company do not jeopardize the provision of basic services, such as water, energy, or sanitation, to neighboring communities.		Local minimum wage requirements are followed
CLASS TOPIC SECTION	DESCRIPTION	COMPLIANT?	OBSERVATIONS
C	Maximize benefits to the environment and minimize negative impacts		
C C.1	The company follows established guidelines or a code of behavior for visits to culturally or historically sensitive sites, in order to minimize visitor impact and maximize enjoyment.		Not Applicable - Does not offer nor commercialize visits to such sites
C C.2	Historical and archeological artifacts are not sold, traded, or displayed, except as permitted by law.		The Willard does not engage in the commerce of archaeological artifacts
C C.3	The business contributes to the protection of local historical, archeological, culturally, and spiritually important properties and sites, and does not impede access to them by local residents.		Building and hotel are historic pieces of Washington, DC.'s history, and lobby's doors are open for all to walk through, history gallery
C C.4	The business uses elements of local art, architecture, or cultural heritage in its operations, design, decoration, food, or shops; while respecting the intellectual property rights of local communities.		Meeting room names, museum, architecture conserved, hotel is historical landmark

CLASS TOPIC SECTION			DESCRIPTION	COMPLIANT?	OBSERVATIONS
D			Maximize benefits to the environment and minimize negative impacts		
D D.1			Conserving resources		
D	D.1	D.1.1	Purchasing policy favors environmentally friendly products for building materials, capital goods, food, and consumables.		Green materials purchase and goals in roadmap
D	D.1	D.1.2	The purchase of disposable and consumable goods is measured, and the business actively seeks ways to reduce their use.		Recycling and composting are measured in tonnage and included in roadmap goals
D	D.1	D.1.3	Energy consumption should be measured, sources indicated, and measures to decrease overall consumption should be adopted, while encouraging the use of renewable energy.		Measurement included in report. Purchase of 100% windpower for guestrooms, installation of CFL's
D	D.1	D.1.4	Water consumption should be measured, sources indicated, and measures to decrease overall consumption should be adopted.		Measurement included in report. Programs to reduce water consumption in 2009
D D.2			Reducing pollution		
D	D.2	D.2.1	Greenhouse gas emissions from all sources controlled by the business are measured, and procedures are implemented to reduce and offset them as a way to achieve climate neutrality.		Measurement included in report (GEPOR), 100% wind power, tree planting
D	D.2	D.2.2	Wastewater, including gray water, is treated effectively and reused where possible.		Not addressed, wastewater is treated through Washington Waste and Sewer Authority, DC has a Combined Sewer Outflow system
D	D.2	D.2.3	A solid waste management plan is implemented, with quantitative goals to minimize waste that is not reused or recycled.		Programs for increasing diversion through recycling and composting. Cardboard collection starting in 2008
D	D.2	D.2.4	The use of harmful substances, including pesticides, paints, swimming pool disinfectants, and cleaning materials, is minimized; substituted, when available, by innocuous products; and all chemical use is properly managed.		Plan to reduce non-green cleaning products purchased
D	D.2	D.2.5	The business implements practices to reduce pollution from noise, light, runoff, erosion, ozone-depleting compounds, and air and soil contaminants.		hybrid car, use of R-123 in Chillers

D	D.3	Conserving biodiversity, ecosystems, and landscapes		OBSERVATIONS
D	D.3 D.3.1	Wildlife species are only harvested from the wild, consumed, displayed, sold, or internationally traded, as part of a regulated activity that ensures that their utilization is sustainable.		No commercial wildlife is harvested, and no endangered species (including fish) are served
D	D.3 D.3.2	No captive wildlife is held, except for properly regulated activities, and living specimens of protected wildlife species are only kept by those authorized and suitably equipped to house and care for them.		No captive wildlife is held
D	D.3 D.3.3	The business uses native species for landscaping and restoration, and takes measures to avoid the introduction of invasive alien species.		Outdoor landscaping uses native trees, shrubs, and plants
D	D.3 D.3.4	The business contributes to the support of biodiversity conservation, including supporting natural protected areas and areas of high biodiversity value.		Anacostia River, Pershing Park, Tree Planting
D	D.3 D.3.5	Interactions with wildlife must not produce adverse effects on the viability of populations in the wild; and any disturbance of natural ecosystems is minimized, rehabilitated, and there is a compensatory contribution to conservation management		Not Applicable

## Appendix IV - UN Development Issues

The United Nations lists 44 specific issues as relating to Sustainable Development to be addressed by governments, businesses, and society. More information on specific topics can be found at:

[http://www.un.org/esa/dsd/susdevtopics/sdt\\_index.shtml](http://www.un.org/esa/dsd/susdevtopics/sdt_index.shtml)

This year, the Willard evaluated its sustainability-related initiatives within these issues, in order to demonstrate how each hotel and entity can do its part, and how each individual effort adds up to the whole, and global picture.

UN SUSTAINABLE DEVELOPMENT TOPICS	
Africa	Water Wells
Agriculture	Local Organic Farms
Atmosphere	Wind Energy REC's
Biodiversity	Adoption of Pershing Park
Climate Change	Carbon Footprint Calculation, Wind Energy
Sustainable Consumption and Production Patterns	Local Organic Farms
Desertification and Drought	Project BLUE
Disaster Reduction and Management	Safety and Contingency Program
Education and Awareness	Project EDUCATE
Energy	Wind Energy REC's
Forests	Project GREEN
Freshwater	Project BLUE
Health	Project HEALTH
Human Settlements	Water Wells
Indicators	Throughout report and roadmap
Information for Decision-Making and Participation	This report freely distributed
Integrated Decision-Making	SD Teams and Vendor Advisory board
Oceans and Seas	Not using endangered fish species on restaurant menus
Poverty	Water Wells, Earth Conservation Corps
Rural Development	Water Wells
Sustainable Tourism	SD Strategy: The Next 100 Years
Technology	Recycled material from keycards, hybrid electric car
Toxic Chemicals	Avoidance - Green Products
Trade	Fair trade coffee purchased
Transport	Hybrid electric guest car, transportation surveys, local goods
Waste (hazardous)	Batteries, Light bulbs recycled, low VOC paints used
Waste (solid)	Recycling/Composting/Reduction
Water	Project BLUE

Additional identified topics are: Biotechnology, Capacity Building, Demographics, Finance, Industry, International Law, International Cooperation for an Enabling Environment, Institutional Arrangements, Land, Major Groups, Mountains, National Sustainable Development Strategies, Sanitation, Science, Small Island Developing States, and Radioactive Waste.

## Appendix V - Renewable Energy Certificates (REC's)

Starting January 1, 2007, the Willard has chosen to purchase wind power REC's (10% since January and 100% since June 2007).

Renewable Energy Certificates, by definition, are:

*“tradable environmental commodities in the United States which represent proof that 1 megawatt-hour (MWh) of electricity was renewable (generated from an eligible renewable energy resource)... In states which have a REC program, a green energy provider (such as a wind farm) is credited with one REC for every 1,000 kWh or 1 MWh of electricity it produces (for reference, an average residential customer consumes about 800 kWh in a month). A certifying agency gives each REC a unique identification number to make sure it doesn't get double-counted. The green energy is then fed into the electrical grid (by mandate), and the accompanying REC can then be sold on the open market.”*  
(Wikipedia)

The premise is that purchasing REC's supports the development of renewable energy infrastructure and projects in order to include renewable energy into the existing power grids, with the end goal of reducing the generation of electricity from non-renewable resources. This method is made possible in the United States by voluntary market purchases of REC's from businesses and consumers. According to the National Renewable Energy Laboratory, 13,855 Million kWh of electricity from REC sources were sold in 2007 in the United States. REC's have also been purchased as a form of carbon offsets. In 2007, Ecosystem Marketplace and New Carbon Finance estimated that the total amount of offsets purchased in voluntary markets totaled \$258 million, of which, REC's accounted for 4% of those purchases.

Currently, the Willard's energy management company purchases REC's through Renewable Choice Energy, which is a retail provider of Wind Power REC's through its American Wind Projects, which, according to Renewable Choice Energy's promotional documents, “supports wind farms across the United States. Often these wind farms are located in rural areas, supplementing agricultural incomes and promoting local development. American Wind also includes small-scale distributed wind facilities and wind power projects on school campuses...” Projects highlighted were located in Maine, Minnesota, Oklahoma, and North Dakota. School projects were located in Texas and Kansas.

REC's offered through Renewable Choice Energy's American Wind Projects have been certified with the Green-e Energy, a non-profit organization that offers certification and verification programs for renewable energy projects and greenhouse gas reduction projects, as a consumer protection program for the sale of renewable energy.

Green-e is a certification program administered by the Center for Resource Solutions (CRS). The CRS is a national non-profit organization that addresses climate change issues. The CRS receives funding from individual, tax-deductible charitable donations, as well as its funding from foundations, corporations, and government institutions. Funders are listed on the CRS website.

For more information on the REC supply chain specifically involved, visit the following websites:

Renewable Choice Energy – [www.renewablechoice.com](http://www.renewablechoice.com)

Green-e – [www.green-e.org](http://www.green-e.org)

Center for Resource Solutions – [www.resource-solutions.org](http://www.resource-solutions.org)

# Appendix VI - GRI

STANDARD DISCLOSURES PART I: Profile Disclosures		
1. Strategy and Analysis		
ITEM	DESCRIPTION	REFERENCE
1.1	Statement from the most senior decision-maker of the organization	p.3
2. Organizational Profile		
ITEM	DESCRIPTION	REFERENCE
2.1	Name of the organization.	p.6
2.2	Primary brands, products, and/or services.	p.6
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	p.7
2.4	Location of organization's headquarters.	p.7
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	p.7
2.6	Nature of ownership and legal form.	p.7
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	p.6
2.8	Scale of the reporting organization.	p.7
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	n/a
2.10	Awards received in the reporting period.	p.12
3. Report Parameters		
ITEM	DESCRIPTION	REFERENCE
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	p.7
3.2	Date of most recent previous report (if any).	p.7
3.3	Reporting cycle (annual, biennial, etc.)	p.7
3.4	Contact point for questions regarding the report or its contents.	p.7
3.5	Process for defining report content.	p.7
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	p.7
3.7	State any specific limitations on the scope or boundary of the report.	p.7
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	n/a
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	p.22
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	p.7
3.12	Table identifying the location of the Standard Disclosures in the report.	this table

#### 4. Governance, Commitments, and Engagement

ITEM	DESCRIPTION	REFERENCE
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	pp.6,11
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Not Applicable (single property, not a company)
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Not Applicable
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	p.11
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	pp.2,6-10

#### 4. Governance, Commitments, and Engagement

4.14	List of stakeholder groups engaged by the organization.	pp.27-28
4.15	Basis for identification and selection of stakeholders with whom to engage.	p.11

#### STANDARD DISCLOSURES PART III: Performance Indicators

##### Economic

Indicator	DESCRIPTION	REFERENCE
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	p.13

##### Environmental

EN3	Direct energy consumption by primary energy source.	p.19
EN4	Indirect energy consumption by primary source.	pp.19-20
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	p.20
EN8	Total water withdrawal by source.	p.19
EN13	Habitats protected or restored.	p.23
EN16	Total direct and indirect greenhouse gas emissions by weight.	pp.21-22
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	pp.20-22
EN22	Total weight of waste by type and disposal method.	p.20

##### Social: Labor Practices and Decent Work

LA1	Total workforce by employment type, employment contract, and region.	p.13
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	p.13
LA12	Percentage of employees receiving regular performance and career development reviews.	p.13
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	p.13
LA14	Ratio of basic salary of men to women by employee category.	p.13



## Appendix VII - Definitions

**Carbon Footprint** – A certain amount of gaseous emissions that are relevant to climate change and associated with human production or consumption activities.

**GEPOR** - Greenhouse Gas Emissions Per Occupied Room. Performance indicator which measures the net carbon footprint as divided by the number of occupied rooms in a given period.

**GHG** – Greenhouse Gases. Gases present in the atmosphere which reduce the loss of heat into space and therefore contribute to global temperatures through the greenhouse effect.

**LbCO<sub>2</sub>e** – Pounds of Carbon Dioxide Equivalent. The same metric as mTCO<sub>2</sub>e, but expressed in pounds instead of metric tons.

**mTCO<sub>2</sub>e** – Metric Tons of Carbon Dioxide Equivalent. This figure represents the total amount of greenhouse gases released into the atmosphere as a common metric so that emissions can be directly compared as a standard for a Carbon Footprint. mTCO<sub>2</sub>e standardizes the six greenhouse gases taken into account: Carbon Dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), Nitrous Oxide (N<sub>2</sub>O), Hydrofluorocarbons (HFC's) Perfluorocarbons (PFC's), and Sulfur Hexafluoride (SF<sub>6</sub>).

**Net Carbon Footprint** – the net amount of mTCO<sub>2</sub>e emissions, calculated as the gross emissions minus any direct reductions or indirect carbon offsetting.

**Scope** - term introduced by the World Resources Institute's Greenhouse Gas Protocol, which defines emissions as falling into three levels of scope, depending on their financial or operational control and responsibility, in order to avoid double accounting. Classification is either direct emissions from burning of fuels and leakage of gases (scope 1), indirect emissions resulting from the generation of purchased electricity or steam (scope 2), or other indirect emissions from the supply chain (scope 3).



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