



Singita

Singita One Planet Action Plan Progress Review - 2020

April 2021

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1. Message from Luke Bailes - Singita Founder and Executive Chairman

2020 has been a test of the commitment and resilience of the Singita family in the face of a global epidemic that has had devastating effect on the travel industry. This pandemic has not only affected our economic circumstances as an eco-tourism business, but has also placed contributions to African conservation under pressure. Funding is often derived from our inspired guests as they witness the incredible wilderness areas under our stewardship and understand more clearly the social and environmental challenges.

Despite these pressures, Singita has managed to allow more of the silver lining to shine. We have seen how Singita can be creative under pressure; introducing game drive excursions online is just one of the ways we brought the wilderness to the homes of our friends and followers globally. We have been heartened by charitable contributions raised for our emergency feeding programmes, as well as conservation initiatives. We have seen a drop in resource consumption and can take lessons from this for how we design and operate new and existing lodges.

My top priority has always been - and continues to be - to protect and save as much biodiversity as possible. In 2020 the message was made very clear that we need to take better care of our natural environment if we are to thrive as a society. Our mission to preserve African wilderness and our ambition to expand our impact is driven by this imperative.

Guided by the One Planet Living Principles, I am adamant Singita will make every effort to improve, not only its own sustainability performance, but to encourage and facilitate guests, suppliers, staff and all those with whom we interact to join us on this journey to a healthier society and a thriving planet.

2. Message from Ben Gill – One Planet Communities Technical Manager

While Covid-19 has been the main staple of news throughout the year, extreme weather events have continued to make headlines. Whether the unprecedented floods in Australia or the record high of over 100°F recorded inside the Arctic Circle in June, these events show us that the climate is changing rapidly and we must strive to minimise the impact.

Singita responded quickly and decisively to the pandemic to minimise staff layoffs and particularly to protect their more junior staff. At the same time the Singita Lowveld Trust raised funds and partnered to deliver over 2800 food parcels, supporting 11,500 people. On the conservation side Singita ran online game drives which helped to keep the conservation profile high and generated further conservation donations.

The lockdown has obviously had a huge impact on the tourism industry but it has also highlighted areas where Singita can go further. For example the travel restrictions led to a significant reduction in air travel and procedures to be put in place for the remote sign off of refurbishment projects, and a grocery collection service being set up for staff at SPM. These are initiatives that could have been pursued anyway but it required the pandemic to break the existing norms. Singita plans to put in place procedures to reinforce these good habits and this will be imperative to stop a return to previous behaviours. The pandemic bought an understandable halt to planned renewable energy

projects, but with building energy use accounting for 70% of Singita’s carbon footprint rapidly restarting this initiatives will be critical to putting the company’s carbon emissions on a downward curve.

Singita Volcanoes National Park completed its first full year of operations and contributes only a 5% increase in carbon emissions – demonstrating how the impact of a project can be mitigate through excellent design and planning for the operations. SVNP has also excelled in promoting local food and the local economy and the General Manger is now a Rwandan really demonstrating how the project is building capacity within the country.

Singita’s response to the Covid pandemic demonstrated their leadership in One Planet Living, but given the scale of the environmental challenges we face, its successes should be used as inspiration to set its ambition even higher – this is very much the example we need Global Leaders to be setting.

3. Summary of progress and recommendations

This is the fourth review of Singita’s One Planet Action Plan and, while there is a lot of comparability to the data gathered in previous years, there are some discrepancies due to increased accuracy of the data and evolution of the indicators being used.

On the other hand, Singita has been on a path towards sustainable operations for many years and a range of projects and initiatives are already bearing fruit.

	Substantially or entirely completed, or a high degree of certainty over delivery
	On track for a long-term target
	Substantially incomplete, behind schedule or doubt over delivery

One Planet Principle	2020 Outcomes	Progress
Health and happiness	Improvement in staff health and engagement	New Health and Wellness programme
	Improve local education and teaching levels	Enabled Early Childhood Development centres to reopen quickly
Equity and local economy	Maximise local recruitment	No loss in local staff during pandemic – exceptional response.
	Support development of local businesses	Incremental, but small, increase in local procurement
Culture and community	25% of guests to participate in a community activity	No progress during Covid. At Malilangwe new and existing Rock Art sites were protected.
	Promote a culture of sustainability	Continued during Covid and ‘Conservation’ rooms planned for guests.
	Maximise contribution to Singita Lowveld Trust (SLT)	Raised funds for over 2,800 food parcels, supporting around 11,500 individuals
Land and nature	Maximise area under management	SVNP opened with elephant and gorilla seen on the site
	Maximise anti-poaching and conservation efforts	Zero incidents of key species
	Encourage environmental care within local communities	SKNP: Local Children’s Home visit to the Park; School visit on OPL.
Sustainable water	Reduce losses through leaks to 5%	About 10% where measured
	Reduce extraction of water from boreholes	Water use remains high
Local and sustainable food	Increase local expenditure	Chefs’ estimate: 15% guest food from within 100km at SSS /SKNP. SVNP close to 100%
	All fish to be sustainably harvested	90% farmed
	Improvement in staff diet	Salad bars a success
Travel and transport	20% reduction in fuel	Reduction during Covid
	Reduction in business flights	Reduction during Covid – with new protocols in place. Needs to be maintained
Materials and products	Only sustainable cleaning products	Achieved
	Prioritising sustainable construction and fit-out materials	No refurbishments, improved and increased supplier engagement
Zero waste	90% reduction in plastic waste	Achieved
	> 90% recycling rate	Ongoing improvement
Zero carbon energy	30% reduction in energy use	Drop in 2020, but due to Covid
	100% renewable energy	Major projects put on hold – need to be reinitiated in 2021

3.1. Bioregional's recommendations

Having reviewed all the information provided, Bioregional has specific recommendations relating to some of the One Planet Living principles. These are summarised below.

Zero carbon energy

- Lodge energy use is not strongly dependent on guest number. This highlights: new projects and expansions must aim to be zero carbon from the outset
- increasing capacity of existing Lodges through mobile/fly camps would reduce carbon emissions per head

Renewable energy projects were understandably put-on hold in 2020, but these need to be reinitiated if Singita is going to get back on track to its zero carbon targets. Ideally implementation of a solar project at SPM would start in 2021.

Culture of sustainability

During the lockdown Singita launched a new health and wellness initiative for staff and guests, further enhancing the exceptional customer service ingrained into the way that Singita staff operate. This does present an opportunity to further integrate sustainability into both staff behaviours and guest communications. Opportunities include:

- Integrating sustainability into job descriptions and performance reviews
- Ensuring guest conservation rooms make the link between conservation and sustainability practices
- Integrating sustainability news into daily life, such as morning meetings
- Creating a sustainability award as run for the Singita Values initiative
- Putting in place the procedures required to ensure staff think about sustainability at the correct stage of any project or process.

Retrofit and new projects

As noted above energy use is relatively fixed at each location, significant improvements are only driven by changes in infrastructure, as highlighted by the efficient performance of SVNP. It is therefore imperative that Lodge renovations maximise the opportunities for incorporating strategies that support One Planet Living, i.e. incorporating renewable energy and avoiding cement use. A simple process could be put in place to ensure that these opportunities are addressed at the relevant stage of the project lifecycle.

Local and sustainable food

The impacts of livestock production on the climate globally and ecosystems locally has become increasingly apparent. Singita has a fantastic sustainable food offering for guests, and staff food has been improved with key initiatives like Meat-free Mondays and the introduction of salad bars. Nonetheless it is fair to say that a low-meat diet is not the norm among Singita staff and more can be done to make them aware of the health and environmental benefits of a plant-based diet.

Travel and transport

Covid has driven a revolution in working from home, and its economic impact has led to systems being bought in to limit travel – from CEO sign-off required for flights to grocery collection service at SPM so that a single trip can be made for all staff orders. It is imperative that as operations return to normal these practices not only remain in place, but are actually enhanced.

Additionally, staff returning to site presents an opportunity to introduce new practices and habits to drive a 'new normal'. This could include:

- Removing personal vehicles and replacing with pool vehicles
- Reducing the use of porter vehicles for non-critical onsite staff transport; and only allowing the use of staff buses.

These are some simple suggestions, but the hiatus caused by Covid presents a unique opportunity to change norms and behaviour that must be fully grasped.

Due to the pandemic, all staff business flights are currently reviewed and signed off by the CEO. Going forward an annual travel schedule will be devised and approved annually by the CEO in line with budgets. The expectation of this process is a reduced number of flights than in prior years. Staff flight carbon will also be offset from 2021.

4. Singita – Southern and East Africa operations

Singita is a company that operates 15 eco-tourism lodges and camps in Southern and East Africa. Preserving large areas of wilderness for future generations while benefitting local communities lies at the heart of its business.

Singita is a conservation brand, financially supported by a number of commercially operated lodges within the reserves that are under Singita and partner Conservation Funds and Trusts 'stewardship. Singita partners closely with non-profit Funds and Trusts, which focus on community development and biodiversity management.

Singita's operations in the Serengeti in Tanzania have been applying the One Planet Living principles since 2012 and separate reports on its progress are regularly produced. This report covers all existing Singita operations outside of Tanzania, which are predominately in Southern Africa (South Africa and Zimbabwe), but it also includes the Rwandan project. The projects included are:

- All existing Singita lodges and conservation partners in South Africa:
 - o Singita Sabi Sand (SSS): Boulders, Ebony and Castleton Lodges
 - o Singita Kruger National Park (SKNP): Lebombo and Sweni Lodges
 - o The Singita Lowveld Trust (SLT)
- Singita lodges and conservation partners in Zimbabwe:
 - o Singita Pamushana Lodge and Malilangwe House (SPM)
 - o The Malilangwe Trust (TMT)
- Singita lodge in Rwanda, Singita Volcanoes National Park (SVNP):
 - o Singita Kwitonda Lodge and Kataza House
- All Singita support companies and their buildings:
 - o Singita Management Company (Cape Town) (SMC)
 - o Singita Style & Design (S&D) and Singita Project Development & Procurement (PDP) (Johannesburg), known collectively as Singita Johannesburg (SJHB)
 - o Singita Mauritius - Reservations office (SMIL)

The Malilangwe Trust is a wholly Zimbabwean, non-profit organization with a focus on harmonizing biodiversity conservation, community development and commercial tourism. Singita Pamushana lodge is situated within the Malilangwe Reserve, Zimbabwe.

The Singita Lowveld Trust is the South-African based non-profit organization supporting biodiversity conservation and community development in South Africa.

5. Singita's One Planet Action Plan

In committing to its [One Planet Action Plan](#) Singita is aiming to create a benchmark for sustainable tourism for the 21st century demonstrating how conservation, local economic development and high-quality tourism can reinforce each other.

Singita's Southern African operations are complex as they are, in effect, both a business and three communities combined; more than 320 staff and their families are provided with accommodation onsite. Furthermore, the success of the tourism operations is directly linked to the success of the conservation and community development work that Singita and its partner Funds and Trusts undertake or support.

By becoming a One Planet Community Singita is pledging to 'operate within global environmental limits' and committing to this principle as the foundation of how the company conducts its business. Singita has demonstrated this in a number of ways:

- Outreach to influence conservation in the region and tourism globally:
 - Continue to partner with Panthera over leopard conservation and Birdlife on Vulture Safe Zones and Critical Bird monitoring. The various local Conservation Partners across the region – the independent Trusts and Funds – are playing a significant leadership role in rhino conservation across Africa. They are also leaders in innovation regarding protecting wilderness areas and critically endangered species through deployment of technology and communication platforms supporting anti-poaching and law enforcement efforts.
 - Founding member of the Lionscape Coalition.
 - Singita's Sustainability Coordinator was a panellist in a webinar [Global Conversation](#) covering sustainability and conservation in tourism. Singita's CMO represented Singita on a Travel for Good panel talking about how conscious travellers can continue to connect with travel as a source of good. Singita's Chairman, Luke Bailes, was a panellist for the following webinars:
 - AFAR – The Future of Conservation in Africa
 - Indagare – Global Conversations Panel
 - Goldman Travel – Sustainability & Luxury
- Increasing the awareness of conservation and environmental issues among key stakeholders:
 - Staff: The shutdown provided an opportunity to increase internal staff training, and courses were run in sustainability and conservation topics for staff. The Conservation and Community Officer at SVNP attended a 40-hour sustainability training.
 - Donors: Singita Conservation Foundation was formally registered in 2020 in Luxembourg to provide additional, diversified income streams to support ongoing conservation efforts across the region.
 - Guests: increased focus on global conservation in marketing material– focus on driving the next ten-year ambition (2020- 2030 to increase our impact on nature positive, carbon neutral offering); plans approved to roll out "Conservation" rooms at each lodge over next 2 years, which include biodiversity, community and sustainability content.
 - Academia: TMT's resident ecologist is continuing her PhD on rhinos, and another TMT support is undertaking a PhD in Leopard ecology. An in-house researcher registering for MSc on fire ecology and sustainable land management best practice at SSS. All guides required to submit and complete an annual mini research project with Head of Safari Operations.
 - Supply chain: ongoing data collection survey and system developed for use by Singita's interiors supplier Cecile & Boyd. SJHB started a similar survey process, based on rating products against OPL Principles. Commitment to pursue BBEE compliance in South Africa as a key focus for 2021.

- Transforming existing operations to a sustainable One Planet Living level, particularly during major refurbishments. Due to the global pandemic most major refurbishments have been put on hold.
- Operating new camps and lodges in line with One Planet Living principles
 - Completion and opening of Singita Volcanoes National Park in Rwanda

5.1. Awards and recognition

Singita's commitment to sustainability has been recognised with a number of sustainability related awards in 2020 including:

- World Travel Awards: Africa's Leading Game Reserve Brand 2020
- Singita was named Africa's Leading Conservation Company in the 2020 World Travel Awards
- National Geographic: 2020 Big Sleep Awards - Singita Kwitonda Lodge was the runner Up in the 2020 Big Sleep Awards Good Egg category

Its detailed sustainability strategy will have contributed to the 16 other awards Singita received in 2020 <https://singita.com/awards>.

5.2. Singita's Vision 2025

During 2018 Singita developed a set of targets that it wishes to achieve by 2025. The targets cover its business objectives, its conservation and community impact, as well as six sustainability targets. These sustainability targets are aligned with those in the One Planet Action Plan, but to maximise their communication impact they are more tightly defined and specific. The six targets are:

- Off-grid lodges 80% powered by renewable energy and on-grid 30% powered by renewable energy.
- 30% reduction in water/bednight from property-specific baseline year
- Elimination of single-use plastics by 2020
- Only 10% waste to landfill by 2023
- 50% of Singita's fresh produce to be purchased from within a 100km radius
- 100% electric game-viewing vehicles within three years of commercial availability; 80% of other vehicles electric within four years

5.3. Role of Bioregional

One Planet Living is a framework and an initiative developed by Bioregional that grew out of the experience of developing the pioneering BedZED eco-village in south London, UK in the early 2000s. Today there are One Planet Communities and Destinations in Europe, North America, Africa and Australia.

Bioregional supported Singita to develop its One Planet Action Plan for their Southern Africa operations in 2016. Bioregional continues to provide technical support and to undertake an annual review of Singita's progress in implementing its Action Plan.

6. Covid-19 response

All events in 2020 were overshadowed by the Covid-19 pandemic, and the shut down in international travel meant that tourism was one of the sectors that suffered the largest impact. Singita's thirty years' experience has highlighted how community engagement and development is integral to all conservation efforts, and the Covid crisis has only increased the importance of this issue.

In many of the countries that Singita operates the government is unable to provide furlough schemes, or temporary unemployment benefit. The population are reliant on their employees stepping in and providing this cover. Singita has striven throughout the crisis to minimise staff layoffs and ensure that the cuts that had to be made had as low an impact as possible on those that could afford it the least. For example, initially senior staff salaries were reduced, but junior staff salaries maintained, these were only cut once it became apparent how long the lodges would be shut. Singita is proud to say that throughout this crisis to date there has been no loss of staff across any of the Lodges covered in this report – demonstrating an incredible commitment to supporting their staff in such difficult times.

Additionally, The SLT pivoted immediately from the Early Childhood Development programme to broadening support to local communities, initially donating materials and then raising funds to deliver over 2800 food parcels, supporting 11,500 people. On the conservation side Singita ran online game drives which helped to keep the conservation profile high and generated further conservation donations.

Singita also ensured that sustainability was fully considered when introducing the necessary sanitary measures required to reopen lodges. These measures included:

- Locally produced washable masks
- Refillable hand sanitizers
- Disposable hot towels made from 100% bamboo pulp
- Sterilisation of refillable bottles to avoid a return to plastic bottles, no disposable cutlery was used
- Corn-starch bags for guest snacks which now need to be individually wrapped.

All responses to the unprecedented pandemic have been necessarily ad-hoc, Singita has striven to ensure that their approach has been informed by their commitment to their community and sustainability.

7. Carbon footprint

A carbon footprint was undertaken by an external company in 2012. This has been used as a driver to internalise the data gathering and calculations within the organisation.

As Singita has improved its data monitoring there has been an apparent increase in the carbon footprint. While in some areas this is real, in other areas it is actually due to improved data gathering. SVNP is included in the carbon footprint for 2020, which would lead to an overall increase, but this is obviously more than offset by the enforced shutdown of the lodges for a large part of 2020.

The graphs in **Figure 1** and **Figure 2** show the carbon footprint from 2013 – 2020, with only the years since 2016 being genuinely comparable, though refrigerant gas data may not have been fully captured in those years. The first graph shows carbon footprint by scope and the second by location.

Given the shutdown there is little value in comparing between years but it does give a useful sense of the baseline, non-tourism, energy consumption at each site. Some observations include:

- Overall there has been a 40% reduction in carbon emissions, primarily due to the lockdown.
- Refrigerant gas (70%) and flights (60%) were the areas with the largest reductions, falling 70% and 60% respectively.
- SVNP has made a minimal impact on the total carbon emissions. While it is not yet possible to get an accurate sense of the carbon emissions per bednight, 2019 was not a complete year and 2020 was disrupted by Covid, it is nonetheless clear that the SVNP emissions are comparable to the emissions from most efficient existing camp, SKNP.
- Emissions from SSS, SKNP and SPM all fell around 50% for a lockdown lasting the majority of the year. This suggests that less than 50% of the emissions are due to the staff living and servicing the property, and highlights the impacts of the tourism service.

5,190 tonnes CO₂eq emitted in 2020

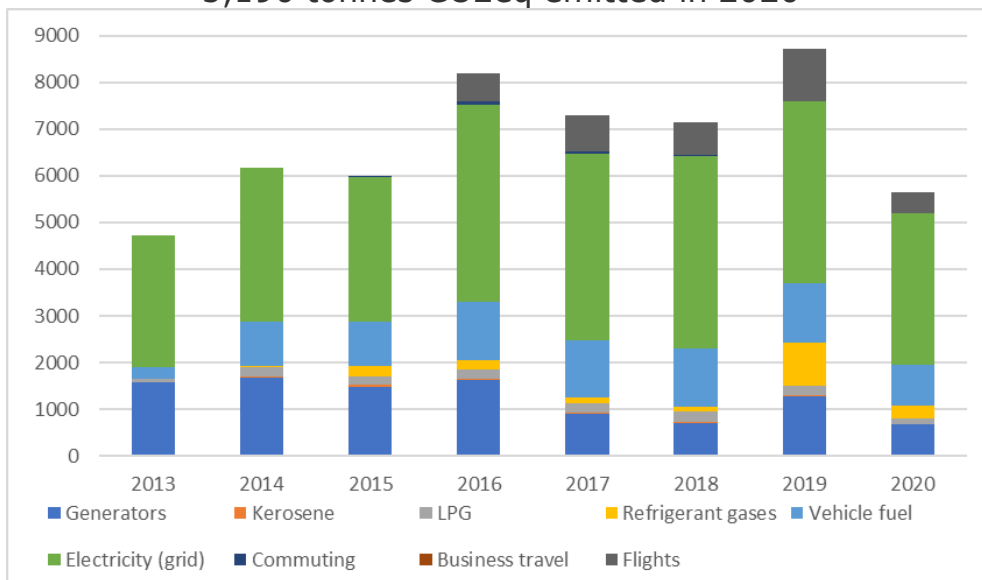


Figure 1. Total carbon footprint (tco2eq) by emission source

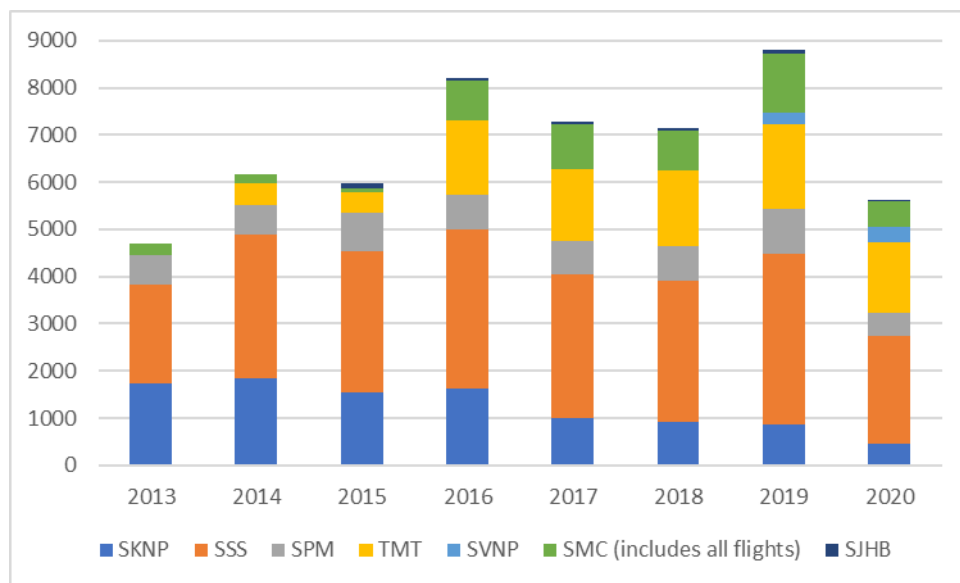


Figure 2. Total carbon footprint (tco2eq) by location, with all staff flights included in SMC

Defra (UK Department for Environment, Food and Rural Affairs) emission factors for the year in question are applied to the relevant resource quantities. For this analysis the conversion factor for fuels includes both the direct emissions of burning the fuel as well as the estimated emissions of extracting the fuel and delivering it to site. Defra has redefined these as the 'Well to Tank' as opposed to Scope 3 emissions. Flight emissions include 'radiative forcing' to account for the greater greenhouse effect impact of gases injected higher into the atmosphere. These factors have been included here to provide as complete a picture as possible of the carbon impact.

8. Review of progress against the One Planet Action Plan

This section reviews the progress against the targets set out in the 2016 One Planet Action Plan using the principles of Bioregional's One Planet Living framework

	Substantially or entirely completed, or a high degree of certainty over deliverability
	On track for a long-term target
	Substantially incomplete, behind schedule or doubt over delivery

Where Bioregional have specific recommendations, these are in the summary at the start of this document.

The targets set in the original Action Plan were for 2020, these will need to be updated in the coming year. This report therefore compares the progress that Singita made in addressing those initial 2020 targets, which is particularly useful this year as obviously many activities were put on hold due to the Covid pandemic.

8.1. Health and happiness

	2020 outcome	Target and Baseline	Progress to 2020
HH1	Improvement in key health statistics of staff, including psychological health	Target: to be determined Benefits significantly exceed legal minimum	All staff have access to medical care with ongoing improvements to facilities. Excellent response to Covid pandemic
HH2	Maximise staff engagement	15 events in 2017	50 events in 2019. Online training during 2020, with multiple OPL engagement events
HH3	Improvement in local education and teaching levels	Target: > 1700 children Baseline: SSS and SKNP 1,720 pre-school children provided with improved education	In 2019 a 4-year ECD support programme was initiated and was able to restart in late 2020 when C-19 PPE was provided to all ECD centres

8.1.1. Key achievements and challenges

- All lodges started their programme of engagement events in 2020, but these came to an end with lockdown. To replace this Singita established an online training programme, comprising peer to peer learning and an external training programme.
- As part of their response to the Covid crisis Singita launched a new Health and Wellness initiative for both guests and staff. A range of events will be run in 2021 in parallel with the One Planet Living events.
- While the Early Childhood Development (ECD) Support Programme was interrupted by Covid with Singita’s support it restarted in late 2020. The programme continues to provide support for the teachers and provide resources to the youngest children and babies up to two years of age.
- Singita launched a series of SoundCloud meditations and soundtracks of the bush to promote mental wellness <https://soundcloud.com/user-989363949/sounds-of-singita>

Health and wellness for staff

The vision of Singita’s Health & Wellness programme is to elevate the awareness of and commitment to staff health and wellbeing, and to integrate wellness into the Singita staff experience in a way that encourages adoption of these principles in their own lives and empathy with the guest wellness journey.

The programme covers the areas of physical health, emotional health, learning, environmental health, financial health and community and cultural wellness. By increasing staff engagement with the wellness programme, and thereby improving their own health and wellbeing, Singita aims to deliver an enhanced guest wellness experience.

Roll-out was initiated in 2020 with staff briefings and development of material. Departmental champions were designated at each site and a programme of events developed. Progress will be tracked through quarterly assessments, absenteeism, staff productivity and retention rates, with the results reported no next year.



8.2. Equity and local economy

	2020 outcome	Target and Baseline	Progress to 2020
Eq1	Maximise recruitment from the local community, increasing total black employment	Black employment > 75% 2015 baseline: 314 of 440 staff 2018 local employment 75%	Local employment > 78% on average, increase in diversity employments and promotions
Eq2	Maximise the impact of training programmes	Target: to be determined. Singita Community Culinary School (SCCS) trains 10 students a year	SCCS continued throughout lockdown online with all 14 students passing. 83 students in total have graduated and 95% in employment
Eq3	Entrepreneurship - actively support the development of local businesses	Target: increase purchases by 10% per annum 2017 baseline SSS/SKNP: ZAR 8.8m	Increase is incremental, not yet 10%

Promoting local staff



Valerie Makunungunu – new Lodge manager at SPM



Lydia Nzayo - General Manager at SVNP

During 2020 it was really exciting to see local staff promoted at different lodges across Singita. At SPM Valerie Makunungunu was promoted to Lodge Manager, having worked her way up from Lodge Anchor, to Assistant Lodge Manager to Lodge Manager. At SVNP Lydia Nzayo was promoted to General Manager, meaning that within less than a year of opening the most senior position at the property is held by a Rwandan woman, and over 95% of the staff at the property are Rwandan.

8.2.1. Key achievements and challenges

The shutdown obviously brought a halt to all tourism activities and many of the community development activities were interrupted. Nonetheless as a significant number of staff live onsite and all conservation activities continued Singita continued to procure some goods locally.

- Although The [Singita Community Culinary School](#) (SCCS) was forced to close during the lockdown period, it continued to train 14 chefs using online methods. A new school is planned to open at SVNP in partnership with MIPC in 2021 with a 10 student intake.
- Male to female staff ratios are relatively unchanged, close to 50% at SKNP, SSS and SVNP, with a lower percentage at SPM due to the large number of game scouts.
- Employment figures: Groupwide there is a steady increase in the number of local staff. SPM lead the way with 100% local employment, with SVNP already at over 95% of staff being Rwandan and around 90% of the salaries going to Rwandans, and of those staff close to 50% are from the local area. SSS and SKNP local employment each remain at around 80% of staff.
- Singita has an Employment Equity committee made up of employees from SMC, SSS and SKNP who meet regularly. The EE Committee are reviewing the next 5-year EE Plan and are in process of nominating a new Chairperson. In addition to the reference to diversity and inclusion in the Code of Conduct, an additional policy is in draft and under review (Anti-discrimination and harassment Policy).
- Throughout 2020 the greatest contribution by Singita has been the efforts made to continue to pay and support all staff, but with a focus on ensuring that the salaries of junior staff were protected for as long as possible.

8.3. Culture and community

	2020 outcome	Target and Baseline	Progress to 2020
CC1	Guests to experience the local community	Target 25% guest exposure to the Community Partnership Programme	Negotiations ongoing with the local service provider on guest tour. Regular performances by local musicians. Preservation of Rock Art at Malilangwe
CC2	One Planet Centre for guests and staff to promote a culture of sustainability	Target: 100% of staff trained in One Planet Living	Induction for all staff, ongoing engagement at each location. For guests 'Conservation' rooms planned
CC3	Maximise contribution to Singita Lowveld Trust from Singita and Guests	Target: Equivalent to 14 bed nights a month total donated Lodge donation; 2017: ZAR 1m, 2019: ZAR 6m	Lodge donations increased significantly until 2019. Though obviously fell in 20%

8.3.1. Key achievements and challenges

The change to the funding of the SLT in 2018, with the lodges funding the core costs so that guest donations were additional, significantly increased the donations made to the SLT. This revenue has been severely impacted by the lockdown and restricted the community development work of the SLT.

On the other hand, Singita immediately took steps to support the local community in the crisis, with some notable successes:

- In the early months of the crisis the The Singita Giving Project was launched and old linen and crockery, bulk dry goods, personal clothes and toys etc. were distributed to the local community through a partnership with the Africa Foundation.
- As the real impact of the shutdown became clear the Emergency Food Relief Program – COVID-19 campaign was established and successfully raised funds to provide over 2,800 food parcels, supporting around 11,500 individuals in the time of crisis.

Rock Art at Singita Pamushana, Malilangwe Reserve

Malilangwe rock art sites are an important part of the region’s cultural conservation and they depict the culture of early civilization hunter gatherers including the Khoi San herders, the Bantu tribes and the San Bushmen, one of the earth’s oldest continuous cultures.

Until recently there were 82 known rock art sites estimated as being between 700 and 2000 years old. The Pamushana Guiding team took the opportunity presented by the lodge shutdown to identify, preserve and record the characteristics, location and condition of existing paintings, as well as explore the property for new Rock Art sites.

The team stripped back any vegetation that may be causing damage to the new and existing sites and then photographed the paintings in order to systematically catalogue them for easier reference in the future. Over 25 new sites have been found and it is hoped the total could be in the region of 130 sites.

The preservation of Malilangwe’s rock art is important not just as a historical record of the indigenous people but as a reminder of a time when humans lived in harmony with their environment.



Photo Credits:
Singita

Additional achievements include:

- Community tours at SSS and SKNP continue to be on hold as Singita works with the local community to identify the best delivery partner, and while the community tours at SPM are a success the lockdown has prevented them continuing.
- Staff engagement is ongoing and a standardised approach developed to raise awareness about specific issues at each location which are aligned with the One Planet Living principles. An emailer/poster template was created with three parts discussing; the issue, what Singita is doing about it, and then a “call to action” with a suggestion on what the staff can do to help. Sustainability awareness is now also channelled through the Singita Academy.
- The Sustainability Industry Indicators Benchmarking initiative, whereby Singita collaborated with other conservation-orientated tourism companies to compare data on performance and best practice, was brought to a close in early 2020. Data will be used for internal benchmarking purposes.
- The ‘Conservation’ room at SVNP, which displays information on Rwandan gorilla conservation has proved very popular with guests. This will now be expanded to include community and sustainability content and replicated at other lodges.

The SLT continued to deliver a range of community activities in the local communities, including:

- Of the 17 Early Childhood Development centres supported by Singita 16 were able to reopen towards the end of the year due to the Covid training that Singita supported. This minimised the disruption to the children’s learning in this crucial stage of their development.
- The Open Learning Academy which brings digital learning into schools was interrupted by school closures, however the Good Work Foundation, which Singita supports, helped teachers with remote learning and other opportunities to support learning.
- The SLT supports two students attend the South Africa College for Tourism, but this was closed during the pandemic. Singita Guide Trainer Alan Yeowart conducted online training sessions for the College.

8.4. Land and nature

	2020 outcome	Target and Baseline	Progress to 2020
LN1	Land area under conservation management	increase by 20% (by 85,000 Ha) 425,000 Ha in 2016 (increased from 287,000 Ha in 2015)	SVNP opened and other new opportunities being assessed
LN2	Maximise Singita’s anti-poaching and conservation efforts	Zero incidents of poaching of key species (rhino, lion, elephant)	Zero incidents of key species
		Conservation spend >20% of total	No longer measured
LN3	Encouraging a commitment to environmental care within local communities	Reach >1,000 children per year 2016: SKNP: 3 schools,	SKNP: Local Children’s Home visit to the Park; School visit on OPL.
LW4	Progress in conservation goals at each site	Specific indicator per site	Zero poaching lion, elephant, rhino on Singita concessions

Conservation and community at SPM

The Malilangwe Trust supports several students and one of these, Allan Tarugara, was awarded a scholarship by the Trust to complete his BSc Hons in Forest Resources and Wildlife Management and is now undertaking a PhD in Wildlife Ecology & Conservation. The aim of his research is to better understand the population dynamics and behavioural ecology of leopards in Savanna environments using information from camera traps and GPS collars. Allan even featured on a CNN documentary on CNN Inside Africa in March. Photo Credit: Singita



8.4.1. Key achievements and challenges

Singita has and continues to support conservation and ‘rewilding’ of large tracts of land across the continent. Notable successes include:

- Zero loss to poaching of key species including lion, elephant and rhino at all concessions.

- The conservation efforts at SVNP have led to both elephant and gorilla being seen on the concession.
- Singita continues to support various conservation initiatives including Panthera’s ‘faux-fur’ programme for leopard conservation, and the Lionscape Coalition.
- Singita is continuing to identify and develop openings for new conservation projects.

8.5. Sustainable water

	2020 outcome	Target and Baseline	Progress to 2020
SW1	Reduce losses through leakage	5% Baseline – not known	Average unaccounted for water at SSS – 10%
SW2	Reduce extraction of water from boreholes	30% reduction or 350 litres /person/day (l/p/d) 2015 baseline: SSS and SKNP: 93,000 m ³ /year 2019: SSS 460 litres/person/day SKNP: 500 l/p/d (+20%),	While water use has fallen in 2020 water use remains high without significant reductions.
2025 Sustainability Target		Reduce water/bednight by 30% from property-specific baseline year	

8.5.1. Key achievements and challenges

In the initial phases of water conservation, it is common for water use to apparently increase as organisations begin to meter water use more effectively and comprehensively. This is usually then followed by a steady reduction in water use, though this was not the case in 2019.

There has been a 30% drop in treated water use in 2020, though the exceptional circumstances mean it isn’t possible to know if there has been any real reduction. The 30% drop is less than the 40% reduction in the carbon footprint, suggesting that water use is less dependent on guest usage than energy.

(Figure 3)

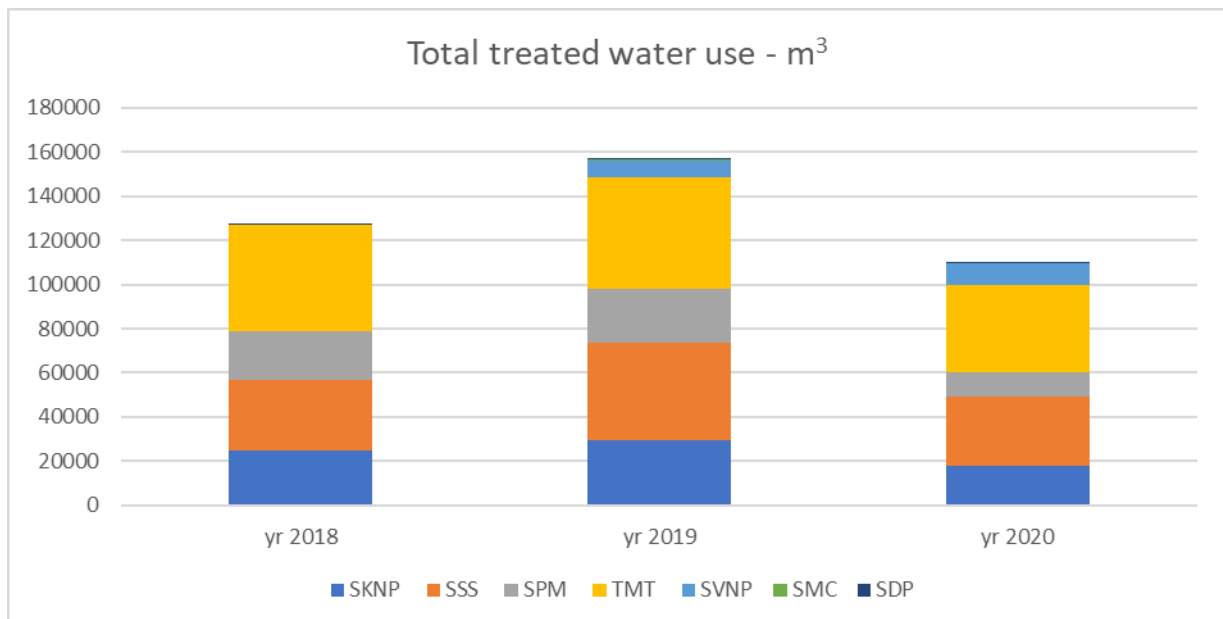


Figure 3. Total treated water consumption by location in m³

Comparing annual treated water use by per person per day shows an increase across all properties, which is to be expected as all the tourism facilities must be maintained but with many fewer people onsite. There is quite a variation in the changes with SKNP relatively unchanged, but SPM increasing by 60% - the reason for the differences may provide some insights into water use at each location. Figures for SVNP are still unrepresentative as neither year had full occupancy. (**Figure 4**).

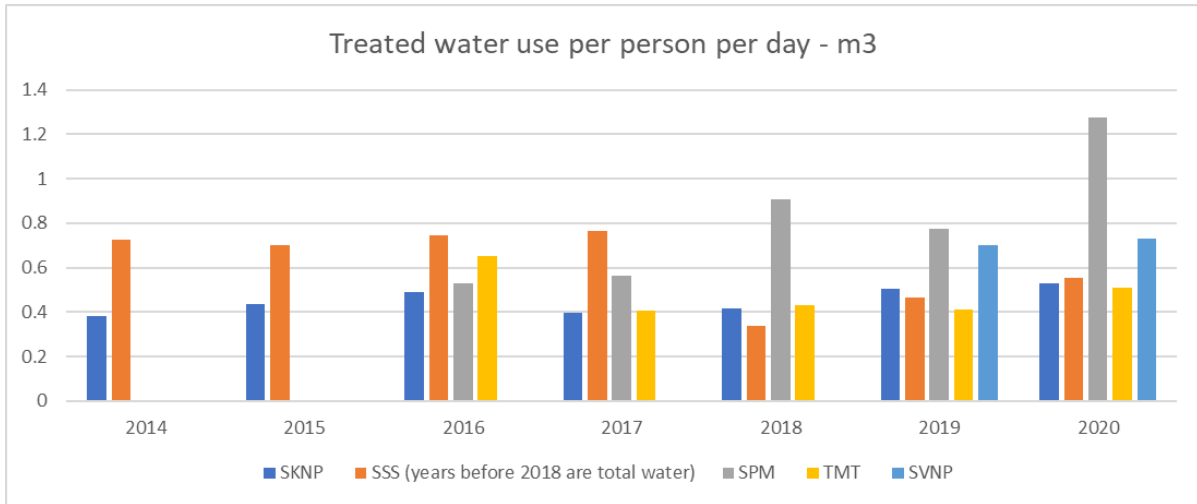


Figure 4. Water use per person per day (m³) at three key locations

When comparing the water used for conservation, primarily for guaranteeing water availability for animals, there has also been a drop at all locations, though the water use is still highly significant – three times the human consumption. Variation is mainly driven by rainfall, but it will be increasingly important to develop conservation strategies that require less artificial augmentation of local water supplies for wildlife.

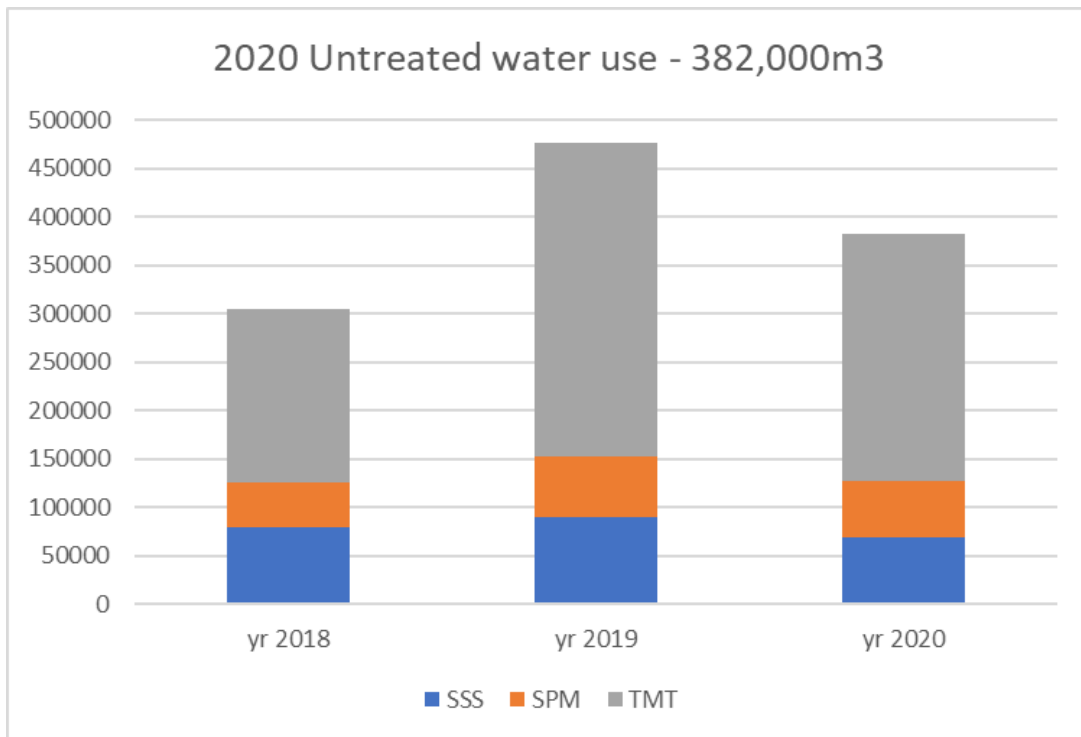


Figure 5. Total untreated water consumption by location

Over the year a range of steps were taken to reduce water consumption, though any major infrastructure projects were put on hold:

- Pool covers were used to reduce evaporation during the lockdown
- At SVNP the water from the greywater treatment plan was tested and found to not be up to the standard required for irrigation of vegetable gardens, this will be addressed in 2021.
- Leaks across the properties were dealt with quickly
- At SPM raw water from the dam continues to be used for greening; plants being irrigated prevent soil erosion, especially in areas of high human traffic and where buildings concentrate and accelerate rainfall runoff.

8.6. Local and sustainable food

	2020 outcome	Target and Baseline	Progress to 2020
LSF1	Increase expenditure on 'local' suppliers	50% of fresh produce to be sourced from within 100km	Chefs' estimate: 15% guest food from within 100 km at SSS and SKNP. For SPM the target is very challenging. SVNP - main market zone of Kigali is 104kms away
LSF2	All fish to be sustainably farmed or harvested	% certified, green list All green/orange	90% farmed, SPM – bream caught from the onsite lake
LSF3	Progressive improvement in the balance of the staff diet		Salad bars successfully trialled and new menus developed Meat Free Mondays in place
LSF4	Maximise procurement that is environmentally friendly - e.g. certified, low-impact products	Eliminate specific foodstuffs (e.g. palm oil)	Palm oil all but eliminated
2025 Sustainability Target		50% of Singita's fresh produce to be purchased from within a 100km radius	

8.6.1. Key achievements and challenges

The health and environmental benefits of a low-meat diets has been driving an increase in the popularity of vegetarian and vegan diets in many parts of the world, and this is clearly reflected in the guest offer at Singita. There has been a progressive shift in the staff food to a more balanced and healthier menu, but it remains high on animal protein from both a health and sustainability perspective.

- Singita continue to support a local vegetable grower David Shilabi supply a larger range of vegetables to SSS and SKNP. Though demand fell with the lockdown Singita facilitated staff to be able to buy vegetables from his Xicupe Farm.
- When operating normally the SSS and SKNP lodge kitchens are receiving approximately 15% of fresh produce from Xicupe Farm, and staff kitchens around 25%.
- Salad bars have been introduced into the staff kitchens and a new menu provided with more and improved vegetarian options.
- Meat-free Monday, Wellness Wednesday' continue to be championed across the properties, though the degree of participation varies across the properties.
- SVNP staff food is aligned with Rwandan cultural norms, which tend to be a healthy and relatively low meat diet. The canteen has two meat free days a week – Meat-free Monday and Wellness Wednesday.

8.7. Travel and transport

	2020 outcome	Target and Baseline	Progress to 2020
ST1	Reduction in onsite vehicle fuel use	Reduce fuel litres 20% 2014 and 2015 approx. 290.000 l	2016-2019 diesel constant at approx. 390kl 2020: 270kl
ST2	Reduction in business flight emissions	20% reduction in emissions. 2017: Approx. 760t CO ₂ eq	2019: 1104 t CO ₂ eq 2020: 441t CO ₂ eq
ST3	Compensate direct transport emissions (vehicles flights)	2014: approx. 2,000 t of CO ₂ eq to offset	Offset strategy developed but put on hold to 2021
ST4	50% of guests offsetting or using a low-carbon air carrier	50% involved	No progress
2025 Sustainability Target		100% electric game viewing vehicles within three years of commercial availability; 80% of other vehicles electric within four years	

8.7.1. Key achievements and challenges

The shutdown throughout a large part of 2020 has led to a large reduction in both vehicle and flight emissions, with vehicle fuel emissions falling by over 30%. As would be expected the sites where Singita manages the land and is involved in the conservation have a lower reduction than sites where Singita is mainly only involved in tourism. A range of measures have been bought in during the pandemic which, if continued in the following years, should help reduce vehicle emissions.

The direct fuel consumption at SVNP is minimal compared to the other sites, but this is because much of the transport, the staff bus and the guest transfers, are outsourced. It has been challenging getting data from the partners on their fuel consumption and so this is now estimated

The 2020 reduction doesn't mask that up until 2020 there had been little change in the vehicle emissions across any of the Singita properties. In a normal year vehicle fuel and business flights by staff both account for just under 15% of Singita's total carbon footprint. Other transport-related emissions – commuting and land business travel are minor, no more than 1%.

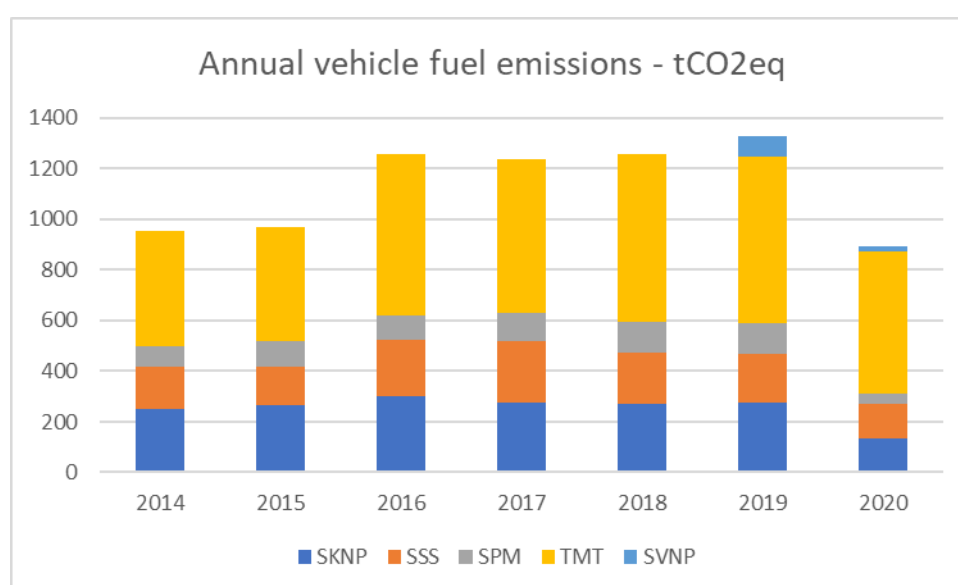


Figure 6. Annual carbon emissions from transport fuel by location

The lockdown has been used as an opportunity to put in place measures that will help reduce fuel use in the future, such as:

- At SPM a collection service for groceries from the local town was established, reducing the number of people making the 70km return trip
- At SSS two vehicles were sold and will not be replaced.
- An investment was made in online meeting software, with procedures put in place to reduce flying in the future.
- The sign off for several refurbishment projects was done mostly remotely, the aim is to replicate this in future.
- An offset fund was set up to offset Singita’s staff flights as of 2021 with voluntary guest stay offsetting offered. From 2022 guest offsetting will be incorporated into the room rates.

The lockdown reduced the emissions from flights by over 60% as Singita was forced into looking at how key work, such as renovations and strategic meetings, could continue without travelling to the sites. The successful implementation of this shows what can be achieved, and it will be important to embed these new approaches into operations as the Lodges reopen and start to operate as normal. This is being reinforced by new protocols to minimise flights – such as CEO sign off being required for all flights.

A negative impact of the Covid pandemic has been the need to airfreight in personal protective equipment and other goods to the remote East African sites.

8.8. Materials and products

	2020 outcome	Target and Baseline	Progress to 2020
SM1	All cleaning products to be sustainable	100%	All lodges use environmentally friendly ranges
SM2	Maximise local and environmentally friendly procurement	Increase by 5%	SSS: Earthkind products for staff
SM3	Prioritising sustainable construction and fit-out materials	Project by project basis	One Planet Living integrated into refurbishments
2025 Sustainability Targets		Elimination of single-use plastics by 2020	

8.8.1. Key achievements and challenges

- At SKNP staff have been provided with eco-cleaning products for home use.
- The search for an alternative to clingwrap continues.
- The supplier survey that was developed in 2018 has continued to be used on every major refurbishment project. The voluntary survey asks suppliers about their approach to sustainability. As the survey is repeated it is noticeable that a greater number of suppliers are replying and in more detail and some are asking for help on securing sustainability certification.
- SJHB started a similar survey process at the end of 2020, based on rating procured products against OP Principles.
- Steps taken to ensure that Covid safety measures were implemented sustainably, for example: washable and reusable masks, reducing single-use mask waste, biodegradable hand towels, and refillable dispensers and bulk soaps and sanitisers to avoid unnecessary plastic container waste.

8.9. Zero waste

	2020 outcome	Target and Baseline	Progress to 2020
ZW1	Reduction in plastic waste	Reduce plastic bottles 90% Baseline - 70,000 litres/year (2014)	2019: 3000 litres – >95% reduction on 2014. 2020: 750 litres
ZW2	Reduction in other waste	Tonne year – 10% reduction	There has been an increase in % of material being recycled and a fall in materials sent to recycling: a large reduction in waste to landfill
ZW3	Recycling rate of non-food waste	90% 136 tonnes recycled at SSS and SKNP in 2017	2019: 112 tonnes of waste from SSS and SKNP sent for recycling, 2020: 40 tonnes SPM: 9t SVNP: 19t
ZW4	Responsible disposal of food waste - 100%	100%	SPM: compost pit, worm farm SSS & SKNP: pig farmer receives a proportion, the balance to landfill. Improved measurement of wet waste across Singita
2025 Sustainability Target		Only 10% waste to landfill by 2023	

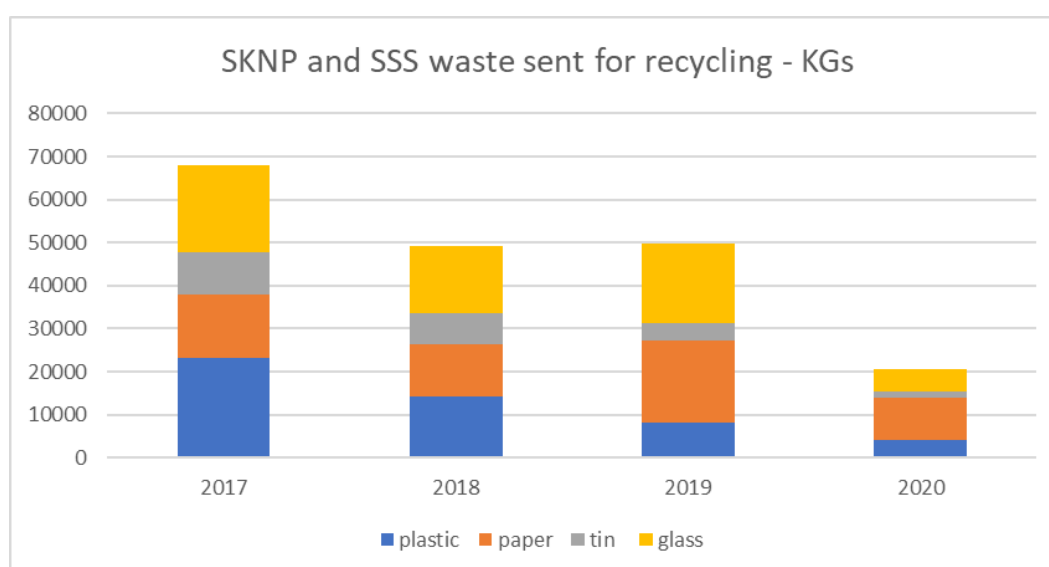


Figure 7. Total quantities of key materials recycled by year at SKNP and SSS

8.9.1. Key achievements and challenges

- Water filter stations were installed at SPM/TMT leading to a reduction in bottle water use at TMT of over 80%.
- TMT/SPM continued their nappy programme which has helped reduce nappy waste by 60% contributed to a 75% reduction in wood used for incineration at TMT – see below
- SVNP started with excellent waste recycling practices and infrastructure – the excellent data collection showed that less than 10% of waste was sent to landfill.
- Due to Covid SVNP’s recycling company stopped providing staff member onsite to ensure recycling areas were well managed and tidy. SVNP shared this duty across staff on a weekly rotation, with the General Manager also checking more. This has improved staff behaviour to waste sorting – turning a negative into a positive!

- SMC and SSS continue to collect plastic waste and compress them into 'ecobricks' that can then be used in construction of community projects.

Nappy project at The Malilangwe Trust/Singita Pamushana

There is no way to safely dispose of disposable nappies, and this was identified as a real problem at SPM/TMT where precious firewood was used to incinerate the nappies. An awareness campaign was run for staff from October 2019, posters in English and Shona and evening discussions were held at the various staff villages. Reusable nappies were proposed as an alternative and were made available on a loan repayment scheme with a bulk price discount. Over 1000 reusable nappies have since been purchased and the results have been fantastic!

- Nappy waste, and the amount of firewood used has fallen by 75%
- The average family saves \$100 within the first 18 months of use, and save \$300 for any further children.

As a direct and immediate result, the numbers of nappies and firewood incinerated have plummeted by 75% to date.



Figure 8. Washable nappy project (Photo Credits:Marie Naert)

8.10. Zero carbon energy

	2020 outcome	Target and Baseline	Progress to 2020
ZC1	Reduce total building energy use	30% reduction in MWh/year 9,250 MWh/y (2014) 10,500 MWh/y (2019)	Primary and end use energy has increased, except the drop in 2020
ZC2	Reduce non-building energy GHG emissions (e.g. refrigerant gas emissions)	30% reduction in CO ₂ eq/year 115 t CO ₂ eq (2012) 920 t CO ₂ eq (2019)	2019 showed a huge increase, 2020 has fallen significantly.
ZC3	Near zero building energy emissions	Near zero 5,200 t CO ₂ eq (2014) 6,000 (2016), 6250 (2019)	Limited reduction – though new projects are close to zero carbon
ZC4	100% renewable energy	% renewable energy Zero (2012)	PV contributes 25% of electricity, (equivalent to 15% of building energy – electricity and generators)
2025 Sustainability Target		Off-grid lodges 80% powered by renewable energy and on-grid 30% powered by renewable energy.	

8.10.1. Key achievements and challenges

Singita has been successful in ensuring that its newest projects are efficient with minimal energy consumption and incorporating energy efficiency. For example in 2019 the building energy consumption per bednight at SVNP was about half that of on the other properties, and SKNP continues to meet around 80% of its building energy needs from solar energy.

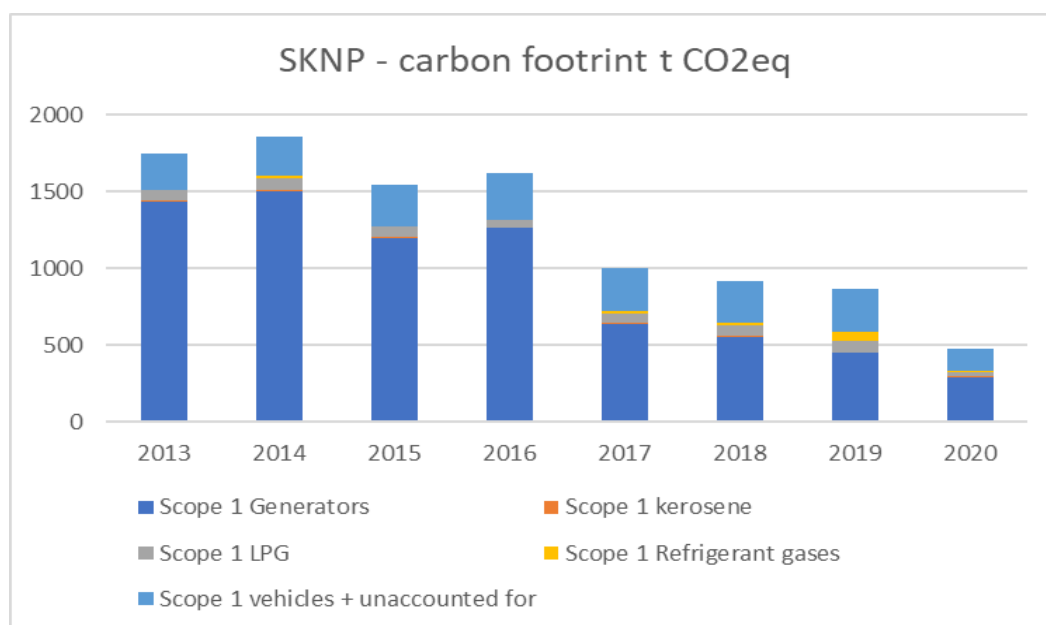


Figure 9. SKNP building carbon emissions (tco2eq) by emission source

The challenge remains the legacy projects at SSS and SPM where large scale renewable energy is required to match existing demand. A strategy has been developed for SPM, and the increasing unreliability of the grid is increasing the financial viability of the project. Unfortunately the Covid shutdown put this project on hold. A renewable energy strategy for SSS is more challenging due to the highly subsidised rural electricity tariff the project currently benefits from.

Although refrigerant gases fell in 2020, this is due to the shutdown. In 2019 they accounted for more than 10% of Singita’s total carbon footprint. This highlights the importance of designing and retrofitting to avoid the need for air conditioning.

In 2020 building electricity use¹ fell by about 25%. This implies that a significant part of the operations energy use is consumed by the staff and conservation programmes and that energy use is not strongly dependent on the number of guests as running the camp requires a relatively fixed amount of energy irrespective of the number of people onsite. This highlights the importance of the initial design and infrastructure.

Singita continues to improve staff accommodation, which is important for staff wellbeing, but this is also leading to higher levels of energy consumption. Therefore steps should be taken to ensure that staff upgrades are matched by investment in renewable energy infrastructure.

¹ Grid electricity + Solar kWhs+ Generator kWhs

9. Message from Andrea Ferry – Singita Sustainability Coordinator

When I wrote this message last year we were only two months into the Covid-19 experience in South Africa. I noted that post Covid-19 we would be required to focus even more strongly on ways to heal the planet and communities. We have not yet reached the other side of this global pandemic, but Singita has already started to take action to meet the aspiration of increased sustainability efforts, despite particularly harsh operating conditions in 2020.

A key focus has been on the health and happiness of our staff. They are Singita's 'X-Factor' and we cannot deliver our brand and experience to guests without the Singita family intact. Beyond avoiding staff retrenchments, Singita's *Our Health & Wellness* programme was launched to great excitement and success. It was created to support the physical and mental wellbeing of our staff. This programme was integrated with the onsite management of One Planet Living Engagement programme as they align so well. Healthier and happier staff are more likely to extend their concerns to matters of the environment and community. With lockdown and Covid-19 social distancing protocols our usual onsite OP engagement events were severely reduced. Singita launched The Singita Academy which, beyond managing our Group-wide training programmes, created an online community, enabling all employees to stay connected to Singita and its culture. Multiple presentations by both internal and external presenters and "Town Hall" sessions were held.

2020 marks the year Singita was to meet our first set of OPL commitments. I am pleased that we have been successful in achieving, or making good progress towards, many of these commitments. However, we acknowledge do need to make more effort, especially on reducing building energy use and water consumption. We are fully committed to a carbon neutral future which includes installing renewable energy systems at those remaining properties not yet converted. Water infrastructure and use will also receive increased focus. In 2021 we will renew our goals and commitments for the next 10 years.

Although our industry has suffered immensely from the impacts of the pandemic, the silver lining is the brief break we have given the Planet. Our carbon footprint dropped 34% to 5,198 Tonnes, the lowest in 5 years and water draw dropped 19%. The Covid-19 lockdown has enabled us to see our resource consumption in a new light i.e. for long periods without guests. Some resources took the expected dive, airflights for instance, but some, such as water consumption, not as much as expected. This means we must sharpen our focus on built infrastructure (remodelling or new build) to further reduce resource consumption.

We predict a shift in travelling patterns which will reduce the impact of our future guests. We are already seeing bookings for longer times in one location, which should reduce guest carbon miles from transport. It will also give Singita a greater opportunity to inspire and educate the guest during their stay. In 2020 a focussed project for this objective was launched which includes the creation of "Conservation Rooms" at every lodge and an expanded guest educational and wellness experiences - greater connection to Nature and various mindfulness practices facilitated. Considering staff travel, we also expect this to be less than prior years as staff are now familiar and using online meeting systems and a travel protocol has been formally introduced. Beyond this, and to support our commit to our goal of carbon neutrality, we plan to engage in a staff flight carbon offset programme in 2021 with appropriate partners in the various regions.

As we close off an incredibly challenging year at Singita, I'd like to acknowledge all the staff who continue to drive sustainability projects and keep the One Planet Living culture alive across our Group. It is incredibly heartening that our focus on sustainable building and operations continues despite the additional effort, time and focus required to operate in a pandemic. I have no doubt the hard lessons and creative work during this time will

produce an even more sustainable experience for our guests, staff and communities as we enter a new era of sustainable travel.

10. Plans for the year ahead

The table below shows the plans for 2021.

One Planet Principle	2020 Goal	Key strategies
Health and happiness	Improvement in staff health and engagement	Continuing #ourHealthandWellness programme Continuing refurbishments of key staff accommodation – A/C units in staff accommodation at SSS At least one OPL event per month at each location Healthy Staff Food Initiative
	Improve local education and teaching levels	Ongoing implementation of existing programmes SVNP: partnership with local Culinary School
Equity and local economy	Maximise local recruitment	Continue to use local referrals in recruitment
	Support development of local businesses	14 students to be trained at the Singita Community Culinary School (up from 10) Mentoring at Xikupe Farm continues
Culture and community	25% of guests to participate in a community activity	A CPP Projects visit itinerary has been designed for SSS. Guests are invited to Singita Community Culinary School at SKNP. Kambako Living Museum and educational projects for SPM guests.
	Promote a culture of sustainability	Online OPL training for junior staff to be developed
	Maximise contribution to Singita Lowveld Trust, The Malilangwe Trust and the SVNP reserve fund.	Agreed funding of the Project costs of R4,77m – exceeding the 14 bednight per month target without counting any guest donations.
Land and nature	Maximise area under management	Vision 2025 expansion plans
	Maximise anti-poaching and conservation efforts	Continue to source partners and donor funds to support efforts New “Conservation narrative” to be launched based on the UN’s 4 Biodiversity Goals – 2030 2 Conservation rooms to be installed at SPM and SSS (Ebony) in 2021
	Encourage environmental care in local communities	CPP engagement with communities via the schools supported
Sustainable water	Reduce losses through leaks to 5%	At SSS: install 8 further water meters, rainwater tanks at Castleton, plus 50kl capacity elsewhere
	Reduce extraction of water from boreholes	Act on information gathered from meters More nuanced water readings to be obtained from SKNP and SPM/TMT in 2021
Local and sustainable food	Increase local expenditure	Engage with major food suppliers to earmark local produce they can source specifically for Singita.
	All fish to be sustainably harvested	Chefs continue to source land farmed MSC/ SASSI green list fish
	Improvement in staff diet	Continue the healthy staff food menus at staff canteens
Travel and transport	20% reduction in fuel	Continued focus on efficient driving and fleet management
	Business flight reduction	Virtual meeting systems are in place

		SOP on staff air travel to be devised Carbon offset programme for staff flights
Materials and products	Only sustainable cleaning products	Continue to trial new products. New Standard Operating Procedure to ensure trial is adequate. Staff village cleaning products to be reviewed
	Prioritising sustainable construction and fit-out	Ongoing roll out of fit out questionnaire. Develop internal Sustainable Construction guideline Supplier Sustainability Policy created and rolled out.
Zero waste	10% reduction in waste	Staff training; supplier engagement on packaging.
	> 90% recycling rate	Make the recycling areas into areas that can be shown with pride! Continued improvement at SSS for recycling. E.g. Ebony waste room makeover. Recycling to be measured separately for SSS and SKNP, no longer combined stats.
Zero carbon energy	Reduce energy use 30%	Castleton all electric geysers converted to solar
	100% renewable energy	Move forward solar proposal for TMT/SPM of a 1MWp solar with 3MW of battery storage Development of solar PV system at Castleton, SSS Carbon offset programme for guest stays