



*Singita*

# Singita One Planet Action Plan Progress Review - 2018

April 2019

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## **1. Message from Mark Witney - Singita Group**

With so much scientific evidence pointing to an accelerating rise in global temperatures whilst biodiversity is in a precipitous decline, it is hard to reconcile that there are still world leaders who are in denial over global warming and the unsustainable rate at which we are consuming resources. As a deeply concerned company whose 100-year purpose is to 'protect large areas of African wilderness for future generations', Singita remains as committed as ever to conducting our business in a responsible and sustainable manner and to setting an example for all our stakeholders. The One Planet Principles provide us with 10 key areas to holistically monitor our progress and to inspire staff to adopt a more sustainable lifestyle at home and at work.

We are proud of the progress we have made in the past two years, but we acknowledge that there is always more to do. Singita has set some ambitious One Planet goals for the next 5 years as we strive for zero carbon emissions, zero waste, sustainable use of resources and a happy and healthy environment.

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

Singita both reiterated its commitment to sustainability in 2018 as well as making good progress in implementing its One Planet Action Plan. As part of its Vision 2025 Singita developed six sustainability targets – adding context and additional detail to the outcomes set in the One Planet Action Plan (see 5.1 Singita's Vision 2025)

Further incorporating these targets into the vision of the company ensures that sustainability is embedded even more deeply into the company culture, as well as being effectively integrated into the company's business strategy.

Analysis of the impact of lodge refurbishment and the construction of the new camp in Rwanda highlight the excellent attention to detail in sourcing local and sustainable materials. The next step is to fully replicate this approach in the design and construction phase of refurbishment and new-build projects.

Yet the impact of the bulk construction materials has also become apparent, both in terms of the climate impact of cement and the potential for local ecological damage from the extraction of materials like stone and sand. Given the refurbishment strategy and expansion plans of Singita, it is important to ensure that all opportunities to keep the impact to a minimum are taken.

Across the company excellent process has been made in terms of water and waste management with Singita Pamushana Malilangwe continuing to set a shining example in waste management and recycling. Likewise staff engagement continues to go from strength to strength and the new conservation brochure shows how Singita is now engaging more proactively with guests about conservation, community and sustainability.

Sustainable transport and zero carbon energy remain a challenge, though both are specifically addressed in the Vision 2025 sustainability targets. Developing a clear strategy to meet these targets, particularly regarding renewable energy, is critical so that this strategy can be incorporated into Singita's business plan.

Singita continues to set the standard for sustainable tourism. Yet 2019 has already seen record temperatures across Australia and Europe, the impact of a catastrophic cyclone in Mozambique and scientific reports on the catastrophic collapse of global insect populations. Given the growing sustainability challenge, it is all the more important that sustainability leaders like Singita demonstrate that they are best in class *and* set themselves new challenges to do even better.

### 3. Summary of progress and recommendations

This is the second 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	49 staff engagement events held
	Improvement in staff health and engagement	Teaching in technology successfully transitioned to the Dept of Education and therefore made sustainable
Equity and local economy	Maximise local recruitment	75% local
	Support development of local businesses	10 Singita School of Cooking students Local sourcing unchanged
Culture and community	25% of guests to participate in a community activity	On hold due to ongoing negotiations with the service provider
	Promote a culture of sustainability	All staff receive One Planet Living training and engagement
	Maximise contribution to Singita Lowveld Trust (SLT)	ZAR 5m received in 2018; Lodge Operations now fund all SLT projects to ensure continuity; any additional donor funds increase the capacity of existing programmes.
Land and nature	Maximise area under management	Opportunities constantly being assessed. Expansion is part of Singita Vision 2025
	Maximise anti-poaching and conservation efforts	1 rhino lost
	Encourage environmental care within local communities	Teachers in supported schools complete a sustainable living module.
Sustainable water	Reduce losses through leaks to 5%	e.g. 7% for Q4 at Singita Sabi Sands
	Reduce extraction of water from boreholes	Accurate data in place; aquifer health tested consistently
Local and sustainable food	Increase local expenditure	Unchanged
	All fish to be sustainably harvested	All farmed, locally caught or certified
	Improvement in staff diet	Salad bars being trialled. Meat Free Monday in place in all staff canteens
Travel and transport	20% reduction in fuel	Unchanged on 2017
	Reduction in business flights	15% increase
Materials and products	Only sustainable cleaning products	
	Prioritising sustainable construction and fit-out materials	Pamushana refurbishment; building reuse, onsite harvesting of sand, stone, bricks made on site, and sustainable ‘rhinewood’ decking.
Zero waste	90% reduction in plastic waste	97% reduction in purchasing of bottled water since 2014.
	> 90% recycling rate	Clear data not available
Zero carbon energy	30% reduction in energy use	Unchanged
	100% renewable energy	Renewable energy meets 22% electricity demand, 16% of building energy

### **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.

#### **Culture and community**

Singita has made great strides in creating a culture of sustainability across its properties. Culture change is nonetheless an ongoing process and so it is important that Singita continues to train and engage with staff, sustainability is championed by top management and sustainability is integrated into Human Resources processes.

Additionally, as Singita engages more directly with guests about conservation it would be excellent to see this extended to wider sustainability issues.

#### **Local and sustainable food**

Singita is making excellent progress in providing sustainable food for staff and guests. The wide integration of Meat-free Mondays, or Wellness Wednesdays, is an excellent initiative in promoting the link between healthy and sustainable diets. Nonetheless the impacts of livestock production on the climate globally and ecosystems locally has become increasingly apparent; it will be important to continue progress in this area to remain at the forefront of sustainability.

#### **Travel and transport**

Transport is a challenging area for Singita as it is both integral to conservation and safari tourism. The commitment to purchasing electric vehicles in future is welcome.

Nonetheless, further actions will be required in the short term such as a review of vehicle numbers or an offset funds for private game viewers.

It is disappointing to see that business air travel has increased and it would be good to see Singita develop a clear strategy to address this.

#### **Materials and products**

Singita has an ongoing programme of refurbishments and plans for expansion. Reviewing the refurbishments and new projects to date has highlighted opportunities for reducing the impact of construction, particularly through lightweight construction and avoiding impactful materials such as concrete. A simple process could be put in place to ensure that these opportunities are addressed at the relevant stage of the project lifecycle.

#### **Zero waste**

Waste management is improving at all properties with SPM a world-class exemplar but there is still room for improvement. Separating of materials, especially food waste, is an area that can certainly be improved, and ongoing training and engagement is required to make this second nature to all staff.

#### **Zero carbon energy**

Singita has made excellent strides in incorporating renewable energy into its projects. The grid connected properties remain a challenge and a clear strategy outlining how this can be addressed would be useful. Additionally, a faster deployment of energy-efficient building upgrades will also help reduce energy demand.

## 4. Singita – Southern and East Africa operations

Singita is a company that operates 14 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's stewardship. Singita partners with non-profit 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 includes the project being developed in Rwanda. These are:

- All existing Singita lodge properties 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 lodge properties and conservation partnerships in Zimbabwe:
  - o Singita Pamushana Lodge (SPM)
  - o The Malilangwe Trust (TMT)
- All Singita support companies and their buildings
  - o Singita Management Company (Cape Town) (SMC)
  - o Singita Style, Design and Procurement (Johannesburg) (SDP)
  - o Singita Mauritius - Reservations office (SM)
- New projects: Singita Volcanoes National Park (SVNP) Kwitonda Lodge and Kataza House, under construction in Rwanda

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 undertakes or supports.

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
  - Singita was on the panel for the Conservation Lab (We Are Africa Trade Show)
  - Singita's Chairman sat on Virtuoso Travel Show Sustainability Panel
  - Contributed to Fair Trade Tourism's Animal Interaction Guide development
  - Collaborating with other leading conservation-orientated tourism companies to compare information and data on performance and best practice, and ultimately to develop benchmark indicators for the industry for sustainability.
- Increasing the awareness of conservation and environmental issues amongst key stakeholders
  - Staff: programmes to embed sustainability culture are run all year.
  - Suppliers: engagement around sustainability criteria for foodstuffs and products is ongoing from Procurement division and lodges.
  - Guests: new sustainability brochure created for guest rooms and to take home.
  - Academic: assisted a sustainable design student in her research
- Transforming existing operations to a sustainable One Planet level, particularly during major refurbishments, without compromising conservation and tourism goals. In 2018 this included the refurbishment at Pamushana, with two staff accommodation units converted into two new villas.
- Developing new camps and lodges in line with One Planet Principles
  - Singita Volcanoes National Park in Rwanda

## **5.1. 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

## **5.2. 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. 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 increased data gathering.

The graphs in **Figure 1** and **Figure 2** show the carbon footprint from 2013 – 2018, with only 2016 and 2017 being truly comparable to the 2018 data published in this review. The first graph shows carbon footprint by scope and the second by location. This highlights a number of key points:

- The total emissions are almost exactly the same as 2017. So the 10% saving from 2016 has been maintained but no additional progress has been made.
- Although Singita Sabi Sand’s emissions fell by 2.5% the site is still responsible for over 40% of Singita’s total carbon footprint. Its electricity use accounts for about a third of the total carbon footprint
- Electricity use and vehicles are the two largest contributors to the carbon footprint, and both increased slightly (3% and 1% respectively).

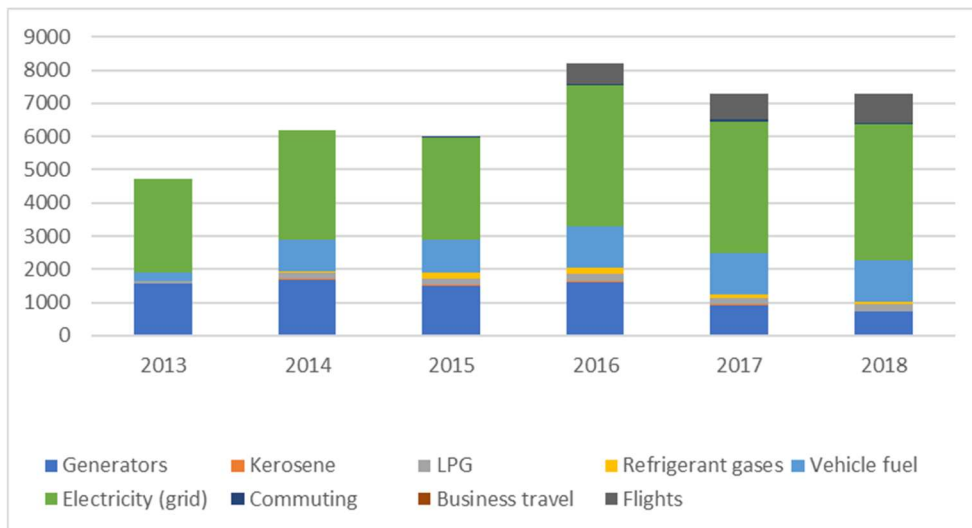


Figure 1. Total carbon footprint (tco2eq) by emission source

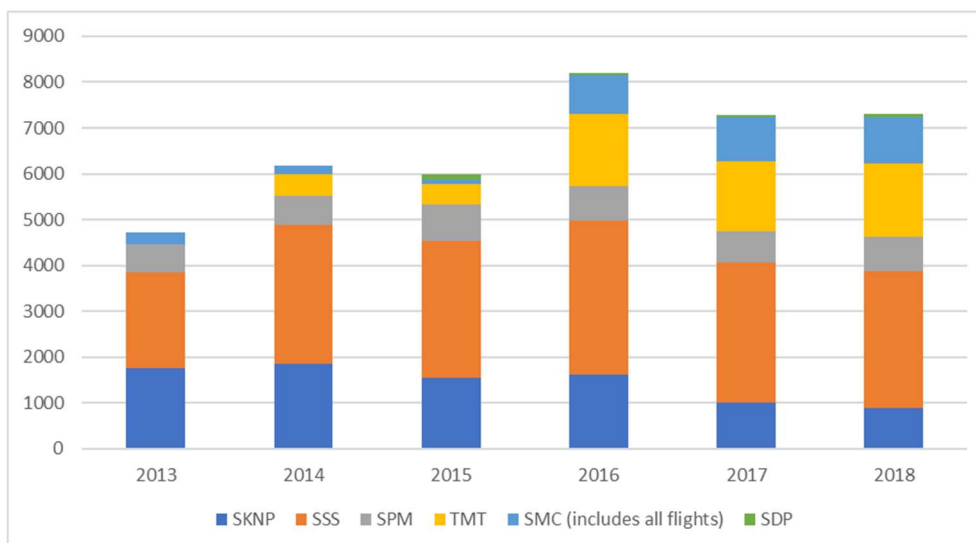


Figure 2. Total carbon footprint (tco2eq) by location



The carbon footprint includes all Scope 1 and 2 carbon emissions: generator and vehicle fuel, LP gas, paraffin, electricity and refrigerant gases. Refrigerant gas measurement does need to improve; the measurement of other Scope 1 & 2 resources is robust. Indirect, Scope 3, emissions covered in the report include: business flights, commuting to office and other vehicle transport for business.

DEFRA (UK Department for environment) 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. They have been included here to provide as complete a picture as possible of the carbon impact.

### **SDP local sourcing**

As part of our commitment to sustainability and alignment to One Planet, Singita Style, Design and Procurement focused on local procurement for the East African building and refurbishment projects in 2018.

Sacha and Franco from the Singita Design Room visited local suppliers, artists and Manufacturers. They met with Ibrahim Shaddad and Lucas Kalombola from the African Minerals and Geosciences Centre in Dar es Salaam, Tanzania. As a local sourcing example the Faru Faru crockery range, including plates, bowls, cups and saucers, were made here using recycled stone collected from building sites.

We are very proud to be using this locally manufactured crockery now in the region where the raw materials came from.



Figure 3. Samples at the African Minerals and Geosciences Centre

## 7. 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 Bioregional’s ten One Planet principles and its 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.

### 7.1. Health and happiness

	2020 outcome	Target and Baseline	Progress
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 improvement
HH2	Maximise staff engagement	15 events in 2017	49 events held in 2018
HH3	Improvement in local education and teaching levels	Target: > 1700 children Baseline: SSS and SKNP 1,720 pre-school children provided with improved education	Growing to Read programme run in 19 schools impacting 141 teachers



Figure 4. The theme of the SSS staff party was “Be Traditionally Inspired”

### 7.1.1. Key achievements and challenges

- Over 49 staff engagement events relating to One Planet Living were held across the properties
- Diversity/Employment Equity committee set up and active for all South African properties. In 2018 61% of staff appointments qualify as diversity appointments and 41% of promotions were of those considered as diversity employees.
- There were ongoing improvements to staff accommodation and facilities:
  - Singita Sabi Sand: two new senior staff rooms, floodlights for the sports pitch, new showers and an outside gym
  - Singita Kruger National Park; 40 junior staff rooms were renovated (all rooms now ensuite) and a new garden created
  - SPM / TMT: importing of topsoil, watering and landscaping of junior staff accommodation areas
- Healthcare: Company medical aid claims and hospital admittances, both proxies for staff health, fell by 18% and 29% respectively form 2017.

## 7.2. Equity and local economy

	2020 outcome	Target and Baseline	Progress
Eq1	Maximise recruitment from the local community, increasing total black employment	Black employment > 75% 2015 baseline: 314 of 440 staff	Local employment > 75% on average
Eq2	Maximise the impact of training programmes	Target: to be determined. Singita School of Cooking trains 10 students a year	10 students at SCCS, 70 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	> ZAR 8 .7m at SSS and SKNP, 2% drop New local farm initiative

### 7.2.1. Key achievements and challenges

It has been realised that the target for entrepreneurship is not realistic, as the majority of the local sourcing are fixed costs (such as transport services) that are difficult to increase. This will be reviewed in the coming year.

- The Singita Community Culinary School (SCCS) again trained 10 new chefs, bring the total trained to 70, and the number will be increased to 14 for 2019
- Singita supported local vegetable grower David Shilabi to set up Xikupe Farm to supply a larger range of vegetables to SSS and SKNP, he is also being mentored by a local farming expert – this should increase local expenditure
- Expenditure in the local economy has remained approximately constant
- Employment figures – there has been an increase in the percentage of local employees and quantity of salary going to the local economy at both SSS and SKNP. Male to female ratios are approximately unchanged
  - Local staff: SSS: 75%, SKNP: 75% local, SPM: 100%
  - Local salary/total salary: SSS:45% SKNP:46% SPM:100%
  - Female; SSS: 44%, SKNP: 53%, SPM: 35%
- SDP undertook local resourcing trips to Rwanda and Tanzania to source more local goods. SDP has set up a process to ensure locally sourced goods still pass through quality control by the Style & Design team.
- The refurbishment at SPM provided employment for 80 Zimbabwean nationals, 20 of them local to the Chiredzi region.

**Xikupe Veg & Herb Farm**

Singita's Community Partnership Programme includes among its aims small business development. Xikupe Veg & Herb farm was identified as an excellent candidate as a relationship was already in place with farmer David Shilabi. What started as David's hobby alongside his job as an admin clerk for Singita's conservation team in the Sabi Sand has become his livelihood. After 22 years with the company, David left Singita in 2012 to pursue his passion for gardening and his bountiful vegetable farm now supplies our lodges, as well as the local community, with a steady stream of fresh, seasonal produce. The kitchen staff take great delight in his daily deliveries, even naming a salad in his honour, celebrating the exceptional quality of his lovingly-tended organic produce. David's success has helped him to put his five children through school, with the two older siblings currently studying at university, and has allowed him to create a self-sustaining enterprise that in turn benefits the wider community. He has also taken on the role as a mentor to other budding gardeners, sharing his skills and knowledge with future entrepreneurs, and we are extremely proud to work with him.



Figure 5. David Shilabi at Xikupe Farm

### 7.3. Culture and community

	2020 outcome	Target and Baseline	Progress
CC1	Guests to experience the local community	Target 25% guest exposure to the Community Partnership Programme	Negotiations are ongoing with the local service provider on appropriate tour
CC2	One Planet Centre for guests and staff to promote a culture of sustainability	Target: 100% of staff trained in One Planet Living	All staff receive a basic induction – junior staff need further training
CC3	Maximise contribution to Singita Lowveld Trust from Singita and Guests	Target: Equivalent to 14 bed nights a month total donated 2017: Lodge donation ZAR 1m	Lodge donation increased 5 fold to over ZAR 5m – equivalent to 200 bednights

#### Senior manager sustainability training

*"Andrew (SSS General Manager ), Guy (SD&P General Manager) and I (Regional Operations Manager) attended a short course on Sustainable Development in Stellenbosch at the Sustainability Institute in early 2018 and found it to be incredibly interesting but somewhat lacking in meeting our initial expectations – which was to receive practical learnings, exposure to and examples of sustainable models that would be transferable into various operations. It turned out to be a theoretical course designed to increase your awareness and give you a heightened sensitivity to the very real sustainability challenges we face globally and, as a result, hopefully change your behavior. I certainly believe that it achieved those goals.*

*...we all have a responsibility and a role to play in sustainability – to continually challenge ourselves to look for and implement best sustainable practices within Singita (and our home lives). We can no longer ignore the facts. I look forward to seeing how Singita continues to embrace this and I think we have an opportunity to be at the cutting edge of sustainability. I believe our guests would ultimately be prepared to pay a little bit more, knowing we are more sustainable than our competitors."*

Graham Kennedy, Singita Group Operations Manager



Figure 6. The Sustainability Institute in Stellenbosch, South Africa

### 7.3.1. Key achievements and challenges

A key development in 2018 was the change in approach to funding the SLT. Instead of the Lodges making a donation based on their revenue they have committed to fund the core costs of running SLT's operations. Thus the programmes are guaranteed and guest donations are 100% additional. This led to a five-fold increase in donations from SSS and SKNP, with this to remain relatively constant until at least 2020.

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. Over 490 performances by local dance groups and choirs were given at the South African Lodges
- SPM community tours to Kambako Living Museum continue to be a success with over 90 visitors in 2018.
- 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 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.
- The One Planet Committee was established at SPM.
- Senior managers at SMC went on a one week graduate sustainability course – this made them much more aware of the global sustainability context. See more about this facility at [www.sustainabilityinstitute.net](http://www.sustainabilityinstitute.net)
- A Singita cookbook was created for sale to guests to raise money for the SLT.
- The Industry Sustainability Indicators Benchmarking initiative, whereby Singita is collaborating with other conservation-orientated tourism companies to compare data on performance and best practice, is ongoing with information sharing.
- Singita brings support to 17 ECD centres and approximately 2,500 children in their Early Childhood Development programme. Centre Managers learn school leadership and administration skills, practitioners are trained to create a stimulating learning programme and parents learn about the crucial role they play in their children's development.

### 7.4. Land and nature

	2020 outcome	Target and Baseline	Progress
LN1	Land area under conservation management	increase by 20% (85,000 Ha) 425,000 Ha (2016) was 287,000 Ha (2015)	Range of new opportunities being assessed
LN2	Maximise Singita's anti-poaching and conservation efforts	Zero incidents of poaching of key species (rhino, lion, elephant)	1 rhino lost
		Conservation spend >20% of total	No longer measured, new indicator to be used
LN3	Encouraging a commitment to environmental care within local communities	Reach >1,000 children per year 2016: SKNP: 3 schools, SSS: 600 schoolchildren, 75 teachers	SKNP: Local Children's Home visit to the Park; SPM: 478 children (EEP), 22 teaching staff
LW4	Progress in conservation goals at each site	Specific indicator per site	Not defined

### 7.4.1. Key achievements and challenges

- Singita has reiterated its commitment to increasing the area of land under management by 50% in its 'Vision 2025 commitment'. A range of opportunities were explored in 2018 and will be pursued in the coming years.
- Singita signed as a founding member of Lionscape Coalition in 2018, to be launched in 2019. Partnerships (including financial contribution) established between Singita and three other operators and the Lion Recovery Fund (LRF) aiming to recover lions and restore their landscapes. LRF aspire to double the number of lions in Africa by 2050 through deeper and broader actions by the conservation and philanthropic community.
- in 2018, Singita also embarked on a project to encourage guests to fund a faux leopard skin for members of the Shembe church (3.2m members), a project driven by Panthera for leopard conservation. Panthera is the only organization in the world that is devoted exclusively to the conservation of the world's 40 wild cat species and their landscapes.
- K9 unit situated at SSS is believed to have been effective and only one rhino was lost in the SSW concession in two years.
- Leopard density survey: Singita supported academic research into leopard density beginning in 2017. With a successful project completed in the Sabi Sand (evidencing an astounding leopard density of 12 per 100 sq km), the project was expanded into the Kruger National Park in 2018. The data is collected from camera traps deployed across specific areas. To date this ongoing project has been a success; more than 100,000 photographs have been taken with over 700 of these recording leopards passing the camera trap.
- Ongoing and expanding engagement with local school children on conservation and sustainability:
  - SKNP: Local children's home visit to the Park; Engagement with Grade 7s in local school on sustainable water
  - SPM: 478 children (Environmental Education Programme - EEP)
  - SSS: Coaching for Conservation(C4C) was conducted with Grade 5s (73 learners at Mketse Primary and 52 learners at Babti Primary). It is funded by Invested Rhino Life Line with Good Work Foundation (GWF) acting as the implementation partner for these two schools in Justicia. The themes are Rhino and Environment. Soccer games were part of the activities to intrinsically generate good learning environment for students. A GWF team of seven facilitators from Justicia Digital Learning Campus joined to facilitate the activities in the schools. The learners receive work books, water bottles, bags, caps and T-shirts as gifts.  
<http://www.coachingforconservation.org/our-story>

### 7.5. Sustainable water

	2020 outcome	Target and Baseline	Progress
SW1	Reduce losses through leakage	5% Baseline – not known	Average unaccounted for water at SSS in Q4– 7%
SW2	Reduce extraction of water from boreholes	30% reduction or 350 litres /person/day 2015 baseline: SSS and SKNP: 93,000 m <sup>3</sup> /year	SKNP: 410 litres/person/day, SSS approx. 350 l/p/d Total treated water: 129,000 m <sup>3</sup> Total untreated: 300,000 m <sup>3</sup>
2025 Sustainability Target		Reduce water/bednight by 30% from property-specific baseline year	

### Water Project at Singita Sabi Sand

"The SSS property uses a significant amount of water and so we made 2018 the year to tackle this. Our water management challenges include leaking water pipes in hard to find places on the concession, lack of water awareness among staff, certain boreholes under pressure and a few usage points not yet metered.

On the broader property we replaced 90% of old water pipeline infrastructure that pumped to artificial dams, put in solar panels to power one of the distant boreholes and closed off one of the pans to reduce water extraction and improve aircraft safety with less game being attracted north of the airstrip. We also reduced one of the pan's surface water area thus requiring less water to pump to the dam and made wall repairs to three dams. On the lodge site, a vehicle washing bay was plumbed for water reuse, a major leak located and fixed, usage meters adjusted for greater accuracy, and pool backwash systems improved for water efficiency. These efforts have reduced water losses, provided us greater water security and especially have reduced the amount of water used for pool refills. For 2019 we plan to finish metering all usage points, increase rainwater harvesting and investigate grey water irrigation systems."

Arnold Pienaar (Technical Services Manager) and Marc Alkema (Concession Manager)



Figure 7. Arnold Pienaar (TSM) and Marc Alkema (SSS Concession Manager) at the SSS natural water course.



### 7.5.1. Key achievements and challenges

2018 saw the issue of water availability in South Africa become front page news internationally. Extreme measures were implemented across the Western Cape and disaster averted, highlighting the need to understand and manage water use efficiently in all locations.

Throughout 2018 meters were installed throughout SSS. This has significantly increased the accuracy of the water consumption data but rules out comparison with previous years. It allows treated water (for human use) to be separated from untreated water use (for irrigation and replenishing watering holes). Total treated water use across the organisation can now be calculated; this highlights the importance of treated water use in Zimbabwe where it accounts for over 50% of demand. (**Figure 8**).

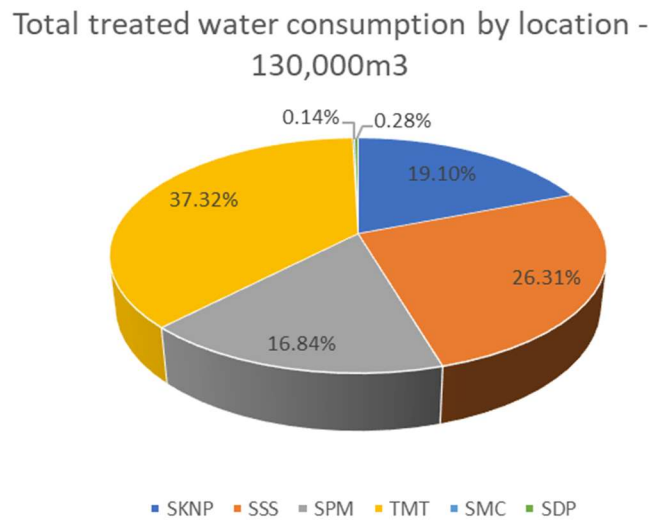


Figure 8. Total treated water consumption by location

Furthermore it is now possible to compare treated water use per person (staff and guest) between locations. This shows that water use per person at SSS is actually the lowest, at 355 litres per person per day. SPM water use spiked due to the refurbishment which increased demand while reducing the number of staff onsite (**Figure 9**).

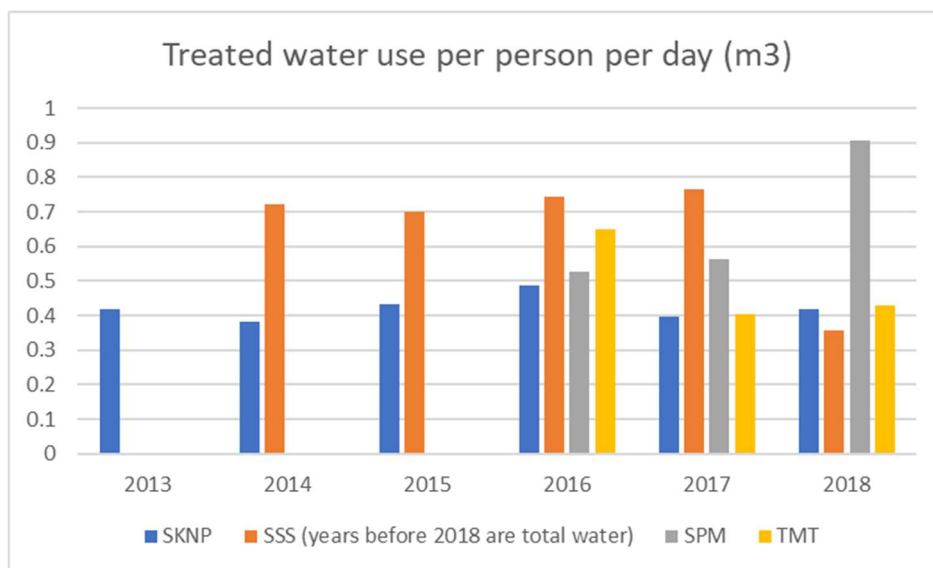


Figure 9. Water use per person per day (m<sup>3</sup>) at three key locations

The metering at SSS allows water use to be investigated in further detail. For quarter 4, when all the meters had been installed, potable water accounted for 20% of water use and only 7% of water was unaccounted for (Figure 10).

Q4 water use at SSS - 41,500m<sup>3</sup>

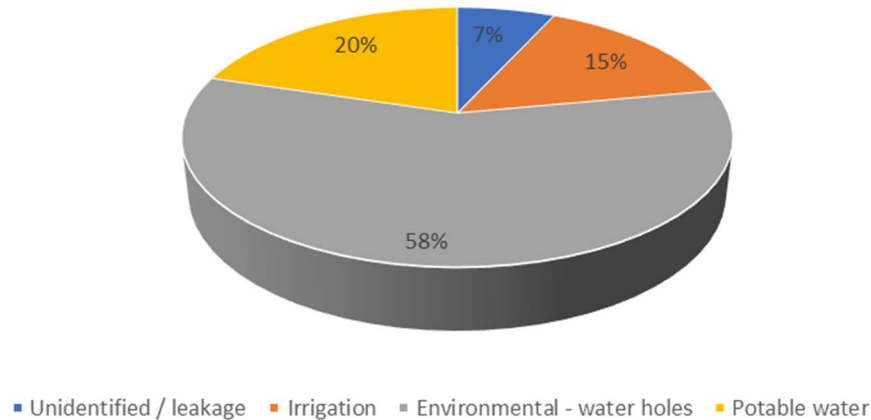


Figure 10. Water consumed by end use at SSS (m<sup>3</sup>)

Across the properties a range of water saving initiatives were undertaken:

- At SPM during the refurbishment the wet edge of the pool was removed – reducing evaporation.
- At SKNP the reedbed water treatment system was refurbished, greywater was collected for vehicle washing and rainwater for irrigation.
- At SSS water consumption has been a major focus with 11 km of new piping installed and 57 meters now installed to allow more accurate monitoring and identification of leaks.

## 7.6. Local and sustainable food

	2020 outcome	Target and Baseline	Progress
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.
LSF2	All fish to be sustainably farmed or harvested	% certified, green list All green/orange	90% farmed, SPM – bream caught from the on-site lake
LSF3	Progressive improvement in the balance of the staff diet		Salad bars to be trialled in 2019.
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, bar margarine, staff bread and dairy cream alternative.
2025 Sustainability Target		50% of Singita's fresh produce to be purchased from within a 100km radius	

### 7.6.1. Key achievements and challenges

- Meat-free Monday has been replaced by 'Wellness Wednesday' as this is the day that fresh produce is delivered – allowing more interesting vegetarian meals to be

developed. This saved approximately 50 kg of beef and over 100 kg of chicken per week throughout the year.

- The supply chain has been reviewed with a focus on identifying suppliers with values aligned with Singita's. This has led to significant shifts in suppliers, for example moving away from a supplier whose approach didn't match Singita's sustainability ethos. Their orders fall by around 85%.
- Further steps have been taken to continue reducing food waste – such as the individual buffets at breakfasts and the deli fridges for snacks.
- Singita's OP team collected staff recipes and created a vegetarian cookbook for staff and to share with others.
- A local producer is being supported to increase local production – see Xikupe Farm case study.

*"In this day and age chefs have a huge responsibility towards sustainable food practices. We need to be addressing wastage, recycling, packaging, local versus imported, as well as engaging with our supply chain.*

*In 2018 I have made it a goal to rebuild relationships with our suppliers. It seems people have forgotten the importance of relationships with their suppliers. Chefs used to go to the market or to the butcher and pick their produce face to face, and the supplier would keep their special ingredients especially for them behind the counter. This has been lost. We are bringing that back. We have open discussions with our suppliers when it comes to seasonality, sustainability and local produce. We only deal with suppliers who believe in our goals and are striving to be better.*

*When it comes to our produce, we are constantly looking for the best that we can get. Our kitchens work with local, sustainable and seasonal produce. We have built a culture in the kitchen where the chefs will constantly be searching for more sustainable products as well as local, seasonal products. They are expected to question everything that they are unsure of.*

*The time of excuses and compromise is long past, we need to act now"*  
Executive Group Chef Andrew Nicholson



Figure 11. Chef Andrew Nicholson in the open plan kitchen at SKNP

## 7.7. Travel and transport

	2020 outcome	Target and Baseline	Progress
ST1	Reduction in onsite vehicle fuel use	Reduce fuel litres 20% 2014 and 2015 approx. 290.000 l	397,000 l (~ unchanged from 2017)
ST2	Reduction in business flight emissions	20% reduction in emissions 2017: Approx. 760 tonnes CO <sub>2</sub> eq	Approx. 880 t CO <sub>2</sub> eq – 15% increase.
ST3	Compensate for all direct transport emissions (vehicles and flights)	2014: approx. 2,000 tonnes of CO <sub>2</sub> eq to offset	Flight carbon offset strategy developed but put on hold
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	

### 7.7.1. Key achievements and challenges

Vehicle fuel and business flights by staff account for nearly 30% of Singita’s carbon footprint; vehicle fuel at 17% and flights at 12%. Vehicle fuel use has increased slightly, but business flights have increased significantly – by 15%. Other transport-related emissions – commuting and land business travel are minor, no more than 1%.

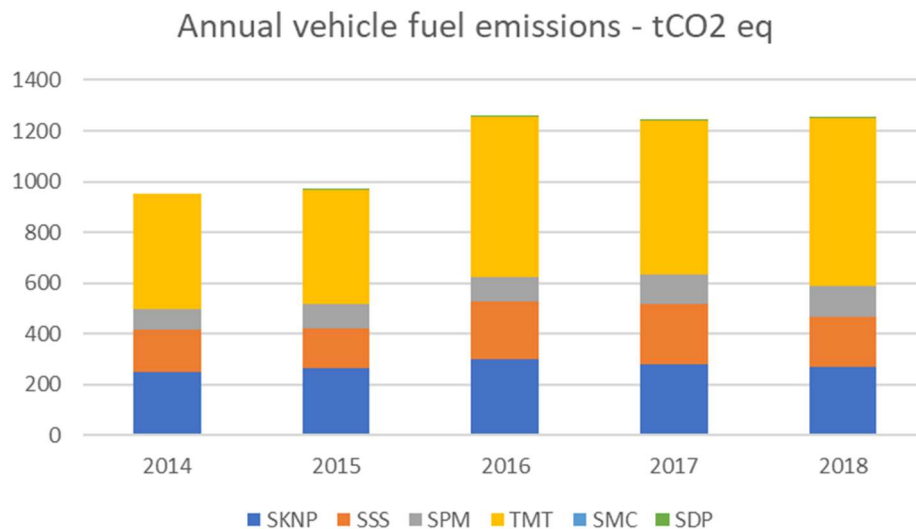


Figure 12. Annual carbon emissions from transport fuel by location

Total vehicle fuel use is relatively unchanged, though this masks significant variations:

- SSS fuel emissions have fallen by over 15% and SKNP by around 5%
- TMT, which accounts for approximately 50% of the fuel use in Singita Southern Africa, increased by 10%. While TMT is undertaking a critical conservation role, opportunities to reduce fuel consumption should be identified.
- Reduction by 20% in guests paying for a private Land Rovers (as opposed to sharing with other guests by 20%.)

The possibility of setting up a carbon offset fund has been examined a number of times. As Singita is already generating significant revenue for conservation and community development and would only invest in offset funds that also delivered these benefits. But given the investment Singita is already making there is little appetite to pay a third party

to do similar conservation in a different location. The potential for inhouse ringfencing of funds for self-offset through carbon reducing programmes, such as reforestation, is being reviewed.

Carbon emissions for the transport of construction materials to the Singita Volcanoes National Park project were offset with UK-based ClimateCare by the developer.

## 7.8. Materials and products

	2020 outcome	Target and Baseline	Progress
SM1	All cleaning products to be sustainable	100%	All lodges use environmentally friendly ranges
SM2	Maximise local and environmentally friendly procurement	5% increase per annum 2017: ZAR 8.8 m	Local Procurement: ZAR 8.7m – 1.5% drop
SM3	Prioritising sustainable construction and fit-out materials	Project by project basis	One Planet integrated into process for SPM refurbishment
2025 Sustainability Targets		Elimination of single-use plastics by 2020	

### Singita Pamushana expansion and refurbishment

In 2018 SPM underwent a major refurbishment with the front of house being upgraded and two lodges which had been used for temporary staff accommodation upgraded to guest accommodation. By upgrading existing buildings the need for new materials was minimised. Even so, the materials used in the refurbishment generated over 400 tonnes of CO<sub>2</sub>eq in their production, with cement and concrete accounting for 90% of this impact – this is equivalent to 5% of Singita Southern Africa’s total carbon footprint. Fuel use during construction generated a further 150 tonnes of CO<sub>2</sub>eq.

The upgrade included many sustainability initiatives:

- Lighting upgrade to LED and no heating for pools
- Mosquito screening installed to enable air flow
- All decks using ‘rhinowood’, an FSC-certified brand
- Wooden poles used were harvested onsite from trees killed by fire
- Engagement was undertaken with key suppliers
- All planting was indigenous, with an existing lawn returned to natural landscaping – which will also reduce irrigation demand.

Embodied carbon emissions - 550tonnes CO<sub>2</sub> eq

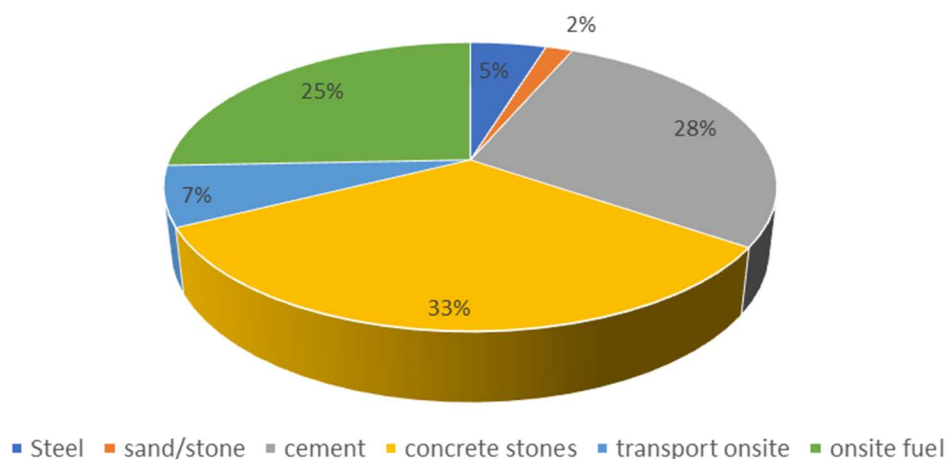


Figure 13. Singita Pamushana refurbishment

### 7.8.1. Key achievements and challenges

- Ongoing movement to more sustainable and durable products – such as steel straws, elimination of plastic from amenity tubes (small containers with items that travellers often forget such as toothbrush or toothpaste).
- Trial of “Earth Kind” cleaning products that can be manufactured onsite
- SDP undertook a review to identify where they may have influence and an opportunity to engage with individual suppliers to improve sustainability standards
- SDP also undertook sourcing trips to Rwanda, Tanzania and Zimbabwe to get a better understanding of what was available in those countries and how this could be better incorporated into the style and fit out of each lodge.
- Singita has committed to eliminating single use plastics by 2020

### 7.9. Zero waste

	2020 outcome	Target and Baseline	Progress
ZW1	Reduction in plastic waste	Reduce plastic water bottles by 90% Baseline - 70,000 litres/year going to waste (2014)	2,150 litres – 50% reduction on 2017 and > 97% reduction on 2014
ZW2	Reduction in other waste	Tonne year – 10% reduction	25% reduction in material sent to recycling from SSS and SKNP SPM – 10% increase
ZW3	Recycling rate of non-food waste	90% 136 tonnes recycled at SSS and SKNP in 2017	100 tonnes of waste from SSS and SKNP sent for recycling
ZW4	Responsible disposal of food waste - 100%	100%	SPM: compost pit, worm farm SSS & SKNP: pig farmer receives a proportion, the balance to landfill. 0.6 tonnes composted at SMC
2025 Sustainability Target		Only 10% waste to landfill by <b>2023</b>	

#### 7.9.1. Key achievements and challenges

- Use of plastic bottled water continues to fall and is now only 3% of the 2014 figure (Figure 14).
- Paper use also fell by 25%
- The site visit to SPM again showed the waste sorting and recycling facilities to be exceptional. Close to 100% of materials are recycled – as an example soft plastics are washed and dried for storage – and all storage areas are examined and scored regularly, ensuring that they are kept clean and tidy.
- SMC collected plastic waste and compressed them into ‘ecobricks’ that can then be used in construction of community projects.
- Waste handling and recycling at SKNP and SSS, while improving, remains of a lower standard than at other sites.
- A visit was made to the Acornhoek recycling facility that services SSS and SKNP. The Technical Services Manager and Sustainability Coordinator were impressed with the facility and how it was being managed and inspired by the local employment that it was creating.  
<https://singita.com/environment/how-recycling-helps-to-put-food-on-the-table-for-local-communities/>

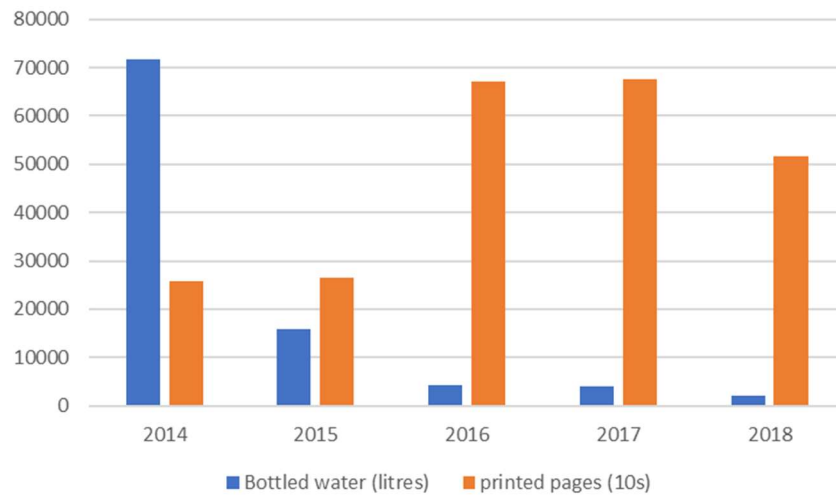


Figure 14. Total quantities of key materials purchased by year



Figure 15. Recycling storage area at SPM

## 7.10. Zero carbon energy

	2020 outcome	Target and Baseline	Progress
ZC1	Reduce total building energy use	30% reduction in MWh/year 9,235 MWh/y (2014)	Approximately 9,000 MWh (primary) – no change on 2017
ZC2	Reduce non-building energy GHG emissions (e.g. refrigerant gas emissions)	30% reduction in CO <sub>2</sub> eq/year 115 t CO <sub>2</sub> eq (2012) 112 t CO <sub>2</sub> eq (2017)	83t CO <sub>2</sub> eq – 25% reduction
ZC3	Near zero building energy emissions	Near zero 5,200 t CO <sub>2</sub> eq (2014) and 6,000 (2016)	5,050 t CO <sub>2</sub> eq, (reduced from 5,100)
ZC4	100% renewable energy	% renewable energy Zero (2012)	PV contributes 22% of electricity, (equivalent to 16% 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.	

### 7.10.1. Key achievements and challenges

Singita has made significant investment in renewable energy and the SKNP solar power plant has contributed to a 60% reduction in building emissions from the 2014 peak (Figure 16). All buildings are being upgraded to ensure that they have best practice in energy efficiency including: LED lighting, efficient inverter air conditioning units and efficient appliances. This process could be pursued more aggressively with upgrades that were planned for 2018 at SKNP being pushed to 2019. Replacement of gas-powered water heaters with solar versions at SPM has been limited to a few units per year.

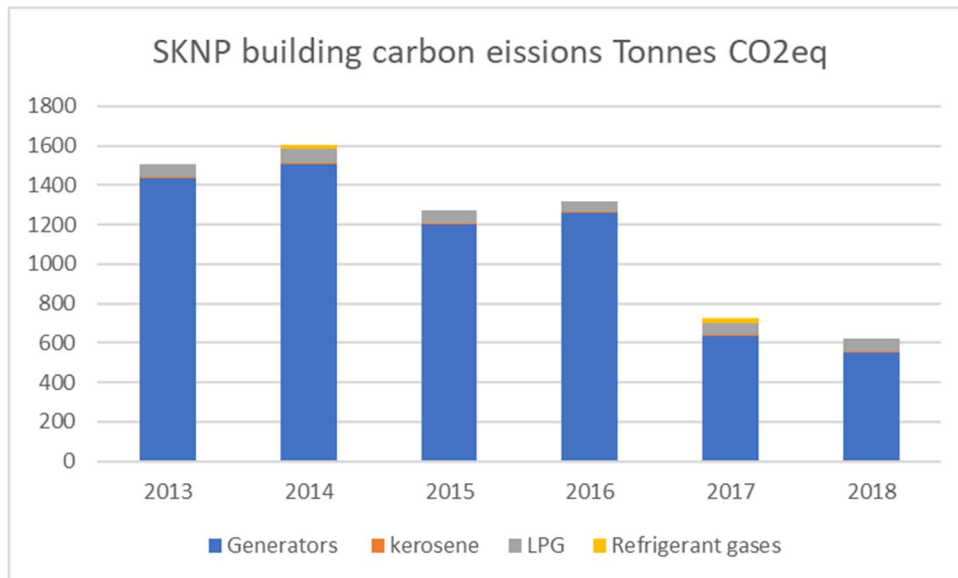


Figure 16. SKNP building carbon emissions (tco2eq) by emission source

The locations with the largest building carbon footprint are SSS and SPM/TMT which account for 55% and 30% of the emissions, and they both face specific challenges in switching to renewable energy:

- Renewable energy tariffs do not exist in either region and grid electricity is available in both areas, even if unreliable



- SSS benefits from subsidised grid electricity as part of the South African government’s initiative to stimulate the rural economy. This reduces the financial viability of any onsite renewable energy system
- The political situation in Zimbabwe makes investment in SPM/TMT challenging.

Specific measures undertaken in 2018 include:

- Voltage regulator and load shedding strategy implemented at SPM/TMT
- Five solar heat pumps installed in the SKNP staff village to replace 36 gas powered water heaters.

## 8. Singita Kwitonda

Singita Volcanoes National Park (Kwitonda Lodge and Kataza House) is Singita’s latest project, adjacent to the Volcanoes National Park in Rwanda. The new Lodge will serve the gorilla trekking market and support local conservation initiatives. Two site visits have been made by Bioregional including visits to:

- The construction site
- The contractor’s main construction yard
- Key suppliers including for; sand, aggregate red and black clay, local stone.

The Lodge will consist of energy and water efficient villas, constructed mostly from local materials, and will have contributed to the reforestation of 70 km<sup>2</sup> on the edge of the Volcanoes National Park – acting as a buffer zone for the park.

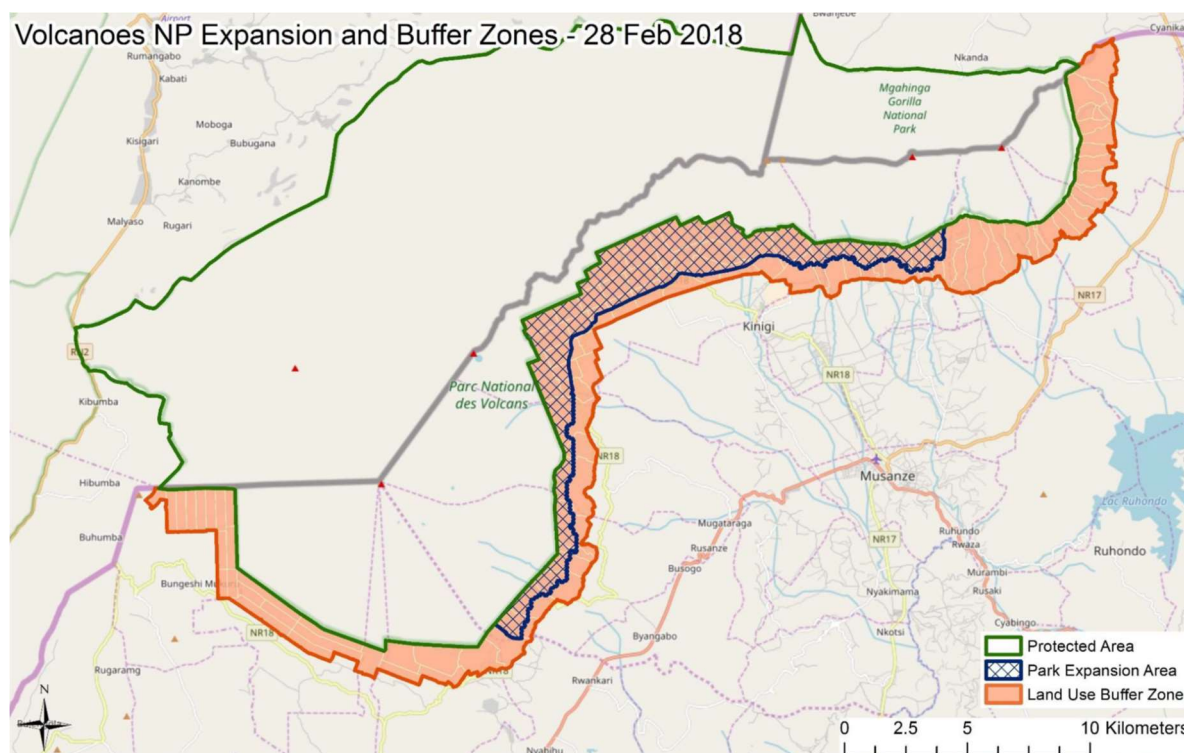


Figure 17. Map of Protected area and Buffer Zone of Volcanoes National Park

The table overleaf highlights the achievements and challenges of the construction phase at Singita Kwitonda.

One Planet Principle	Successes	Observation
<b>Health and happiness</b>	Weekly toolbox talks on health and safety, the environment and One Planet Living generally. Engagement with the supply chain to improve health and safety standards in raw material extraction	Local health and safety standards are very low and so while improvements made in the supply chain and the approach onsite are impressive at a local level they need to be viewed in this context.
<b>Equity and local economy</b>	Onsite: Approximately 450 staff will rise to 600; Previously 90% 'category 1' (lowest income), 23% female All bulk materials sourced from the local areas	Manual labour is utilised where possible in Rwanda; trees are manually sawn into planks by hand. The construction process and operations offer significant employment opportunities locally
<b>Culture and community</b>	The tree nursery will be a guest experience opportunity.	
<b>Land and nature</b>	Tree nursery in place producing indigenous plants for the site and wider area. Site demarcation reducing construction impact	Advocacy for expanding national park areas in the country
<b>Sustainable water</b>	Two sources of metered water; meters currently read morning and evening Rain water harvesting Water efficient appliances installed	Water efficiency is being designed in from the outset
<b>Local and sustainable food</b>	Healthy lunch provided on site for workers from local produce. During operations food will be sourced locally as far as possible.	Rwanda has a significant range of fruit and vegetables available locally which will help maximise local sourcing and provision of healthy sustainable food.
<b>Travel and transport</b>	During construction about 10 of the 450 staff come to site by vehicle, the majority sharing a vehicle. The remainder arrive on foot. Currently no alternatives to Toyota Land cruisers exist for transfers and travel to gorilla treks.	While transport emissions in the operation phase are likely to be limited – involving the transfer from Kigali to site, and to the Park – these will be challenging to address due to the lack of efficient/ electric vehicles available locally.
<b>Materials and products</b>	The buildings have been built using a range of local materials including stone, timber aggregate and bricks from Kigali	The buildings are heavyweight using a significant quantity of steel and cement. This will lead to them having a high embodied carbon footprint.
<b>Zero waste</b>	All waste timber and metal is reused and any remainders ultimately sold to the local communities. Paper and plastic are also sold. Money raised is spent on the workers. Composting established for the nursery	Recycling is in its infancy in Rwanda – readily recyclable materials (metals, glass and wood) are collected and recycled locally, but there is limited capacity to recycle materials such as paper and plastics. The aim is to understand more clearly what is ultimately happening to each waste stream and especially that sent for disposal.
<b>Zero carbon</b>	Energy efficient buildings with solar hot water and no electric air conditioning systems.	Local renewable energy generation opportunities need to be explored

## **9. Message from Andrea Ferry – Singita Sustainability Coordinator**

There is never a dull moment for Singita's sustainability programme in Southern Africa, and 2018 was no different. In 2018 we set new Vision 2025 Sustainability Targets which will be challenging, (but not impossible), to reach. We continue with our original One Planet Targets, but this new set is more focussed, and we believe touches important elements, such as the elimination of single use plastics, which is so topical in the world right now.

SKNP's solar project is in full flight, reducing the carbon footprint which has also been aided by reduction of other fossil fuels. In 2018 we focussed on the SSS water project. We can now measure all water drawn and we know where its being used. We also installed systems to use more greywater and harvest more rainwater. Even though Singita Pamushana lodge is not water stressed at all, they are also doing the responsible thing and tracking water consumption better. Singita Pamushana continue to be exemplars of good recycling; SSS and SKNP continue to work on providing appropriate infrastructure and training in this regard.

Supply chain work in 2018 extended to our interior designers Cecile & Boyd who rolled out an extensive survey programme with their suppliers for furniture, fittings and equipment (FF&E). Singita's internal division SD&P have done similar supply chain work and we have also engaged more deeply with the Singita Boutique & Gallery. This work promotes sourcing locally and sustainably. 2019 plans are to engage more intensively in the lodge food supply chain.

Our staff engagement programmes are reaping their rewards as staff are understanding sustainability principles better and applying them both at work and at home. It feels like we are truly grounded in this way of thinking now. We continue with monthly staff engagement events, emailers and reward systems. 2019 plans are to push this even further with a special focus on junior staff education. We have a brand new OP committee at Pamushana and the SSS and SKNP committees continue their good work. Our urban offices also get involved in creating One Planet awareness.

We have seen increased interest from journalists and media for sustainability information on Singita's lodges in 2018 and were happy to have Singita Sabora Tented Camp a finalist in Virtuoso's sustainability leadership awards. We continue to weave the sustainability message throughout our website, blogs and communications. 2019 will see us issuing more 'calls to action' to our readers and followers.

The One Planet Living Principles and brand have really benefitted Singita by providing a framework and positive way to communicate sustainability to guests, staff and other stakeholders. I look forward to another challenging but rewarding year of One Planet Singita!

## 10. Plans for the year ahead

One Planet Principle	2020 Goal	Key strategies
Health and happiness	Improvement in staff health and engagement	Continuing refurbishments of key staff accommodation – such as all ensuite accommodation; new canteen at SSS; At least one OPL event per month at each location
	Improve local education and teaching levels	Ongoing implementation of existing programmes
Equity and local economy	Maximise local recruitment	Continue to use local referrals in the recruitment process
	Support development of local businesses	14 students to be trained at the Singita School of Cooking (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.
	Promote a culture of sustainability	An OPL basic training programme for junior staff; training in one theme per month by the HoDs. Further engagement with guests, e.g. offer to get involved with specific days such as Mandela day and calls to action for guests - join Singita in the journey to eliminate plastic as an example
	Maximise contribution to Singita Lowveld Trust and The Malilangwe Trust	Agreed figure of R4.5m – 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
	Encourage environmental care within local communities	CPP engagement with communities via the schools supported.
Sustainable water	Reduce losses through leaks to 5%	Further meters to be installed. Deeper analysis of SKNP water in 2019
	Reduce extraction of water from boreholes	Act on information gathered from meters
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	Plans for salad bars in staff canteens and a refurbishment of the SSS staff canteen
Travel and transport	20% reduction in fuel	Private Land Rover offset plan to be developed
	Business flight reduction	Virtual meeting systems are in place
Materials and products	Only sustainable cleaning products	SKNP: make sustainable cleaning products financially and physically available to staff at Shishengaan Staff Village.
	Prioritising sustainable construction and fit-out materials	Continued engagement with architects and designers. Continue the FF&E survey system from Faru Faru at Singita Serengeti, Tanzania.
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!
Zero carbon energy	30% reduction in energy use	More efficient air conditioning unit and gas geysers replacement with solar geysers at SKNP
	100% renewable energy	Proposal development for potential SSS solar project