

TEN T'S STRATEGY

**POSTCOVID19
FRAMEWORK
HOSPITALITY INDUSTRY**

**DECALOGUE
FOR HOSPITALITY RECOVERY
&
HOTEL REOPENING
CHECKLIST**



EUROPEAN SUSTAINABLE
HOSPITALITY CLUB
FOR EXCELLENCE IN TRAVEL & LEISURE

POSTCOVID19 FRAMEWORK HOSPITALITY INDUSTRY

DECALOGUE FOR HOSPITALITY RECOVERY

1. TOGETHER
2. TRUST
3. TECHNOLOGY
4. TRACING
5. TRANSPARENCY
6. TAXES
7. TESTS
8. TASKS
9. TRENDS
10. TIMING





POSTCOVID19 FRAMEWORK HOSPITALITY INDUSTRY

In this document, we present the European Sustainable Hospitality Club Decalogue for Hospitality Recovery (DHR), thought in regards of the covid19 outbreak.

The World Tourism Organization Secretary-General Zurab Pololikashvili stated that:

“the world is facing an unprecedented health and economic crisis. Tourism has been hit hard, with millions of jobs at risk in one of the most labour-intensive sectors of the economy”.

Therefore we need a coordinated response at European level: Private entities, civil society, NGOs, associations and the public sector have to make an effort working together to find solutions for the current socioeconomic and environmental challenges.

It is pivotal and essential to support private-public partnerships for tourism recovery at national and international levels.



POSTCOVID19 FRAMEWORK HOSPITALITY INDUSTRY

1. TOGETHER

Tourism contributes almost 11% of the European Union Gross Domestic Product, accounts for more than 12% of employment in the European Union member states, employs 27 million direct and indirect jobs and is made up of almost 3 million small and medium sized businesses.

Therefore, the impact of stopping travel activities worldwide hit hardest to the hospitality industry due to international and national mobility restrictions. We have to consider that this pandemic knows neither nationalities nor borders.

As manifested by different European leaders, we can't face the global crisis alone. Therefore we have to mobilise all the resources at our disposal to respond to these health and economic challenges.

It is necessary to work with urgency and unity. We also have to ensure to build meaningful connections between people, places and the environment. "Together we will have to reinvent and rethink a sustainable, digital and resilient European tourism sector" - Thierry Breton, European commissioner for the Internal market.

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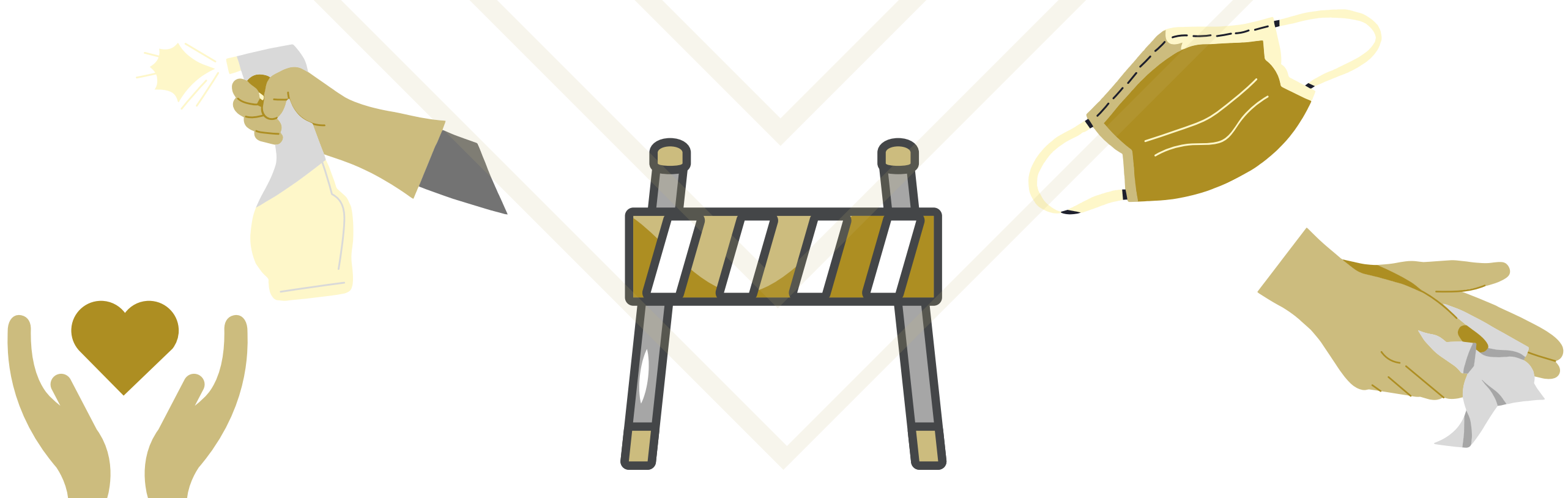
2. TRUST

Future travellers will demand more information about hotel hygiene and safety measures when the travel activity restarts. Therefore it is time to prepare cleaning and disinfection protocols to earn stakeholders' trust.

Hoteliers can use technology to improve communication channels and inform regularly to loyalty members, potential guests as well as business travellers about their action plan to protect employees and guests safety.

It is important that businesses show what risk assessments are doing and how are they anticipating future scenarios. Even though we are going through this socio-economic crisis we have to ensure quality jobs and meaningful work, putting purpose as a priority.

Last but not least, in order to get consumer's trust and ensure that the business offers long term value, companies should also consider nature as a business stakeholder in the recovery process.



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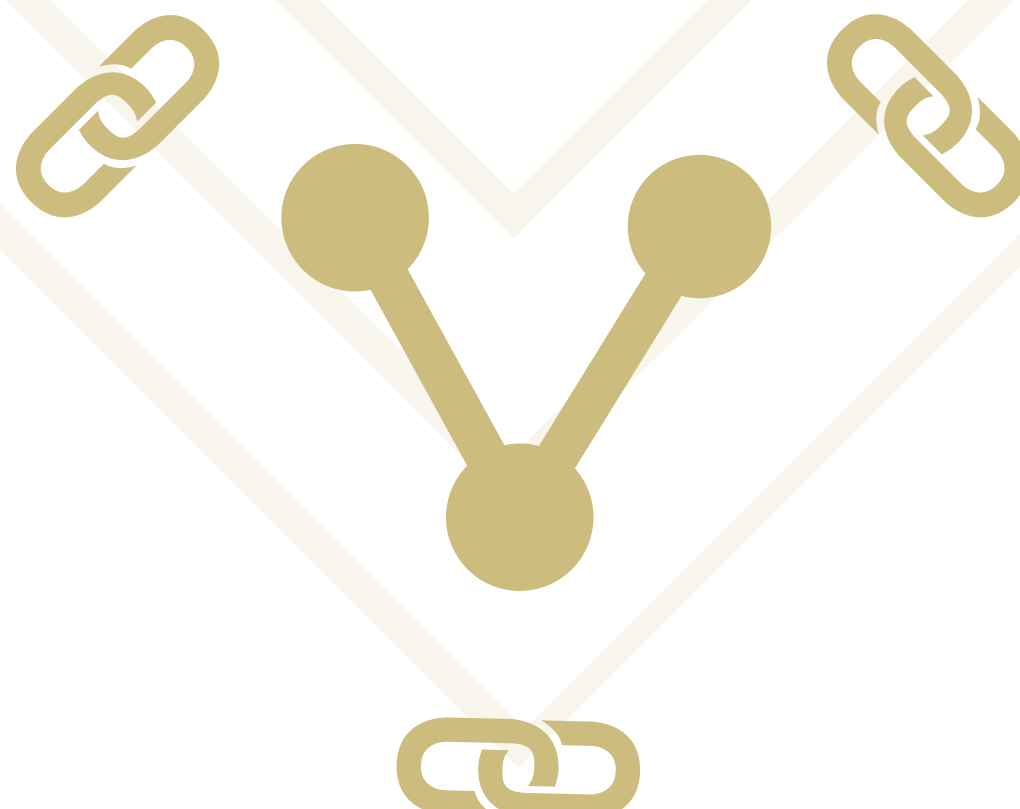
3. TECHNOLOGY

The current situation is an optimisation opportunity for using technology to ensure safe travel and improve operational inefficiencies.

- Hotels can use electrostatic sprayers with hospital-grade disinfectants that sanitise surfaces throughout the hotel facilities.
- Improving operational efficiencies, such as check-in and check out processes.
- Reduce guest touching points by recommending the guest to download an application that is integrated with PMS that allows the guest to request things by their devices or provided devices in the guest's room.
- Monitor the number of people in the public area such as the gym, meeting room, spa, the restaurant by using an occupancy controller.

Another example on how tech is being implement during the current pandemic, is to screen guests flying to know whether passengers have the disease or not. The initiative hi + Card, developed by the Air Institute and Tourism Data Driven Solutions (TDDS), seeks to become a digital health passport using blockchain technology.

Useful links:



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4. TRACING

According to the World Health Organization (WHO), contact tracing is defined as the identification and follow-up of people who have been in contact with a person infected with the Coronavirus disease. They should be monitored and isolated for at least 14 days (corresponding with the known incubation period of the virus according to existing information).

This protocol will help to break the chains of transmission.

Interesting links:



KEY CONSIDERATIONS FOR REPATRIATION & QUARANTINE
OF TRAVELLERS IN RELATION TO 2019-NCOV



CORONAVIRUS DISEASE (COVID-2019) SITUATION
REPORTS



ETHICAL GUIDELINES FOR SARS-COV-2 DIGITAL
TRACKING AND TRACING SYSTEMS



Hotels could use specific property areas to ensure that, suspicious or confirmed, COVID19 cases are isolated. For instance, hoteliers can designate rooms or floors for guests that might require that isolation. Also, it is key that housekeeping offices have the required PPE equipment ready to use. It is recommended to have a protocol for confirmed cases within the hotel and, in that scenario, what steps should employees proceed.

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5. TRANSPARENCY

Now more than ever, businesses have to be transparent in order to get trust. Transparency will give peace of mind to travellers and employees. Businesses have to create multi-facing policies catering to all the stakeholders needs. According to Edelman Trust Barometer (2020), consumers demand specific brand action to help address the societal challenges presented by COVID19.

- In every business interaction with clients, business leaders have to show empathy and a sense of community as well as to protect the well-being and financial security of the hotel's employees.
- Protect the well-being and financial security of the hotel's employees and suppliers.
- Hotels can cut costs temporarily closing down unpopulated hotel areas, review current investment plans, improve energy efficiency, allow more flexibility for cancellations and new bookings, seek government help, cut executives' salaries or reduce working hours.

If those steps are not enough and layoffs cannot be avoided, hoteliers can do as much as they can for those who are impacted, hoteliers should be firm in their commitment to diversity and ensure a one to one conversation with those impacted.

The lack of information and transparency could make matters even worse. Companies and HR teams must to do a comprehensive review of every team member, make decisions based on critical skills, and how well those skills match the business needs.

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6. TAXES

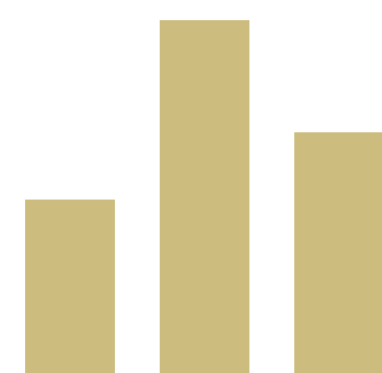
The tourism sector must benefit from the ECB's liquidity programme, specific and targeted national state aid, support for short-time working, and EIB/EIF investment.

Local tourism associations and other industry entities should negotiate with the governments in order to have fiscal measures that incentivise and reactivate the sector activity, especially realistic aids and relief for SMEs.

Brands and franchises can also discuss what steps can help hotels to minimize cash flow challenges during difficult times. For instance, expanded payment relief, reduced system fees, the cancellation of certain monthly charges, flexibility for non-essential brand standards bureaucracy, or fees.

Renegotiating or asking for flexibility to leases and rental can also be beneficial for hoteliers. In addition, hoteliers can review the policies of insurance rights.

It might have coverage for activity interruption, cancellation policies, obligations of contracts and *force majeure* events.



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7. TESTS

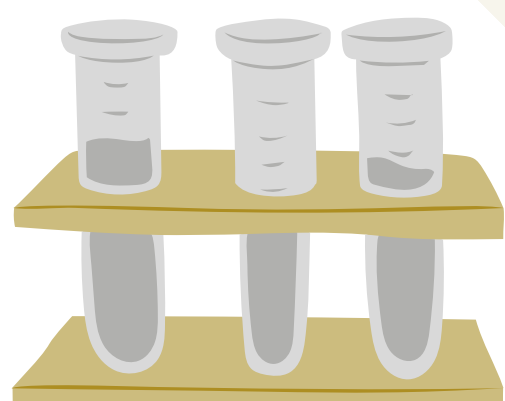
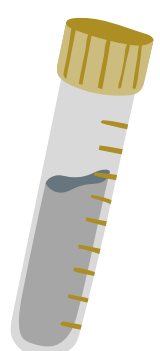
It is recommended that businesses conduct as many tests as possible to employees following World Health Organization guidelines and recommendations. Doing testes, providing Personal Protective Equipment for hotel guests, employees and suppliers will help with prevention and strengthen the safety hotel image.

Please check the Hotel Reopening Checklist (HRC) a Risk Prevention Document that **you will find in page 13.**

HOTEL REOPENING CHECKLIST

Hotels can incorporate testing into internal safety protocols, review internal communications procedures and ensure that employees know their role in keeping the hotel and its guests safe.

You can also use Occupational Safety and Health Act (OSHA) requirements, outlined in Sections 13 and 14 of the OSHA No. 1 of 2006, which impose various tasks to ensure a safe and healthy work environment.



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8. TASKS

The first step is to design the communication strategy to inform guests upon arrival so that they are very clear on what is expected of them for their safety and also they know mandatory local health authorities requirements. Hoteliers can identify needs and set-up a Crisis Committee that define protocols and responsibilities to ensure a safe environment for guests and employees.

Hotel leadership teams should conduct comprehensive training for employees. It is necessary to have a 'Crisis Management' document and a methodology for reporting any operational issues that arise. Protocols should be monitored and adapted according to the pandemic evolution. Furthermore, incorporating any necessary processes to improve them. It is pivotal to have a PCDA approach for the pandemic response manuals established by management teams.

Please check the Hotel Reopening Checklist (HRC) a Risk Prevention Document **that you will find in page 13**

Here we will add the link to the checklist.



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9. TRENDS

The pandemic has changed patterns of consumer behaviour globally. Post pandemic travel desire will remain, however, this pandemic has changed preferences and travellers mindset.

Consumers are concerned about health and safety in comparison to the product, location or price. Hoteliers can use this time to listen and observe consumer demands and behaviour patterns. Sustainability and health are interconnected, therefore companies can also use the current situation to pivot and build respectful host-visitors relationships, preserving the environment, work on a decarbonized activity, support communities, embed circular economy practices, and use the sector as a force for good.

For travelers seeking safety and authenticity, they will most likely stay in boutique properties and avoid huge impersonal or crowded hotel spaces. It is highly likely that the demand for nature and outdoor activities will grow exponentially (as we have seen in China).

Hoteliers have the opportunity to integrate the thinking and planning required to build regenerative economic activities and environmental resiliency as part of the recovery ahead, thus tourism must be at the center of the European Green Deal to ensure sustainable tourism practices.

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10. TIMING

It is fundamental that in Europe the sector stakeholders and public administrations work for consent and a gradual tourism activity reopening.

Oppositely, it will leave countries and hotels in a disadvantaged position. Once borders are gradually reopening, we have to ensure travellers, employees, and citizens' safety and security.

Therefore, protocols must establish the reopening timing considering risks for employees' and guests' health. For instance:

- The hotels have PPE equipment stock
- Once teams have received training
- Hotel Protocols are ready to use
- Guest information is well presented in multiple languages
- Local authorities allow tourism activities (some european countries still have restrictions such as public areas should remain closed).

The European Sustainable Hospitality Club is standing side by side with hoteliers in today's uncertain and challenging times for the tourism industry.

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HOTEL REOPENING CHECKLIST

1. GUEST JOURNEY
2. LOBBY
3. RECEPTION
4. FRONT OF HOUSE
5. ELEVATORS
6. FOOD & BEVERAGE OUTLETS
7. SWIMMING POOL & SPA FACILITIES
8. FITNESS
9. COMPUTER DESK & KIDS PLAYGROUND
10. MICE
11. CHECK OUT PROCEDURE
12. PUBLIC AREAS
13. KITCHEN
14. SUPPLIERS
15. MAINTENANCE
16. EMPLOYEES



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HOTEL REOPENING CHECKLIST (HRC)

This Risk Prevention Document intends to:

- Acknowledge that new environments challenge operations.
- Create contingency plans for future likely scenarios.
- Analysis of your company operations and likely impacts.
- Map all the countries that are involved in your operations.
- Create operational protocols accordingly.
- Learning and development team to develop training/workshops for staff.
- Private-public partnerships for prevention and action protocols.
- Implement innovative solutions based on tech and science.

I. GUEST JOURNEY

- Airport (ensure that guests arriving to your region and property are not infected).
- If a guest is coming by taxi or private car, ensure the driver is wearing personal protective equipment such as a mask and gloves.
- The car should be disinfected with every passenger and have hydrogel in the car
- Guest instructions to be placed at the back seat
- Ensure that guests wear a mask in public transport

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II. LOBBY

- Temperature checks at the hotel entrance are mandatory.
- Guests running a temperature of more than 36-37,5°/98.6° F should be asked to return or directed to the closest hospital/medical facility for quarantine.
- Disinfect and clean the guest luggage.
- Provide a mask if the guest is not wearing one.

IV. FRONT OF HOUSE

- Take measures such as the “room seal” placing a room seal on doors to indicate to guests that their room has not been accessed after being disinfected.
- If possible allocate guests to rooms that have been vacant for at least 24hrs.
- If possible allocate alternate rooms or leave two rooms vacant or blocked in the PMS in between occupied rooms.
- HSK Team should wear PPE at all times, and have in the offices stock for all shifts.
- Sanitisers should be placed in the room.
- Newspapers & Room service menu should be digital.

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- Laundry room service instructions: should be given upon request.
- Room linen to be changed upon request for short stays, every two days for long stays.
- Avoid turndown services to facilitate minimal contact.
- Extra disinfection of the most frequently touched guest room areas such as the light switches, door handles, TV remotes, thermostats, etc.
- Remove pen, paper, and guest directory and offer a digital alternative upon request.
- Remove glass cups from the room.
- Use innovative disinfection technologies such as electrostatic sprayers with hospital-grade disinfectants to sanitize surfaces throughout the hotel.

V. ELEVATORS

- Ensure that safety instructions, such as the number of guests that are allowed at one time, are easily visible.
- Housekeeping team or common /public areas HSK team should clean elevator buttons, floor, and glass regularly.
- When possible, add automatic hand sanitizer dispensers on reception and close to elevators.

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VI. FOOD & BEVERAGE OUTLETS

- Maintain at least 2 meters/6 foot between dining tables. This will impact the restaurant's capacity and revenue. Regulations are different in every country and they regulate the maximum capacities.
- Guests have to access restaurants only when they have been notified that the table is ready. This will avoid crowding and queues.
- Temporary avoid buffets and include either TDH or 'a la carte'.
- Carry educational programs before opening, and before the service. Remind employees service rules and ensure staff knows how to keep distance with guests to avoid unnecessary risks.
- Employees should wear PPE at all times.
- Use sustainable disposable napkins which are pre-packed or individually packed serviettes.
- In the buffet area, cutlery to serve food should be only used by the hotel staff.
- Coffee makers, juice jars, etc, should be replaced for individual serving options.
- Food that has to be portioned must be isolated with vitrines.

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- Make a redistribution of food in the buffet, to reduce the times that the client has to get up.
- In buffets, where the customer takes his/her food in an individual format, it is necessary to promote a culture of choosing and taking without touching unnecessarily the food.
- The breakfast buffet dishes like beans, bacon, or scrambled eggs are difficult to individualize.
- For the cold buffet, it is recommended to serve it individually (cheese boards, cold cuts, yogurts, etc).
- Regarding the hot buffet should be served by the hotel staff and has to be completed with dressings.
- In the bread and pastry buffet area, the client should not cut bread nor use the toaster. It is recommended that is served by the hotel staff.
- Waiter and waitress should serve drinks at the table.
- Install an automatic detection system (without pressing a button).
- Avoid direct contact with guests, handling objects, and prolonged interaction between people.
- It is very important to avoid all kinds of tablecloths that are not easily disinfectable.
- Charge guest meals to the room instead of guests paying on the restaurant by card or cash.

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VII. SWIMMING POOL AND SPA FACILITIES

- In most hotels, swimming pool and spa facilities will remain closed as per government norms.
- Suggest guests to do online classes organised by the fitness or yoga instructor.
- Ensure you have disinfection and guest behaviour guidelines before reopening these facilities.
- Create a protocol and best practices for each area.
- Spas accepting appointment-only clients must wear PPE and have sanitizers and disinfectant products in their facilities.
- External clients will not have hotel access.

VIII. FITNESS

- It is important closing for disinfecting the hotel Fitness Center and cleaning multiple times a day.
- Limiting the number of guests allowed at one time (according to the space and available m2).

IX. COMPUTERS DESKS & KIDS PLAYGROUND

- Ensure a minimum distance of 2 meters /6 feet between computers.

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- Limit the number of guests in the area based on the space availability.
- HSK common/public areas team should ensure the disinfection of equipment and working areas.
- For kid areas, for prevention keep them closed until the contagion risk is lower. Also, follow your regional/ national regulations and scientific advice on how to procedure to protect children.

X. MICE

- Test all the meeting participants and check temperatures.
- Limit the number of attendees based on the maximum allowed by local authorities.
- Disinfect all the space items and materials.
- Temporarily, avoid food service in meeting rooms.
- All the amenities such as pens, paper, blocks should be for attendees and in case of not being used, do not reuse them for other meetings.
- The attendee's transportation (taxi, bus, van, etc) should use PPE and have hand sanitizer on the transportation.

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XI. CHECK OUT PROCEDURE

- Create a separate check-out area.
- Use e-check out by emailing the bill.
- Accept online payments, avoid cash handling when possible.
- Advise guests to inform their check-out plans in advance so that bills can be prepared the prior night.

XII. PUBLIC AREAS

- All indoor areas such as entrance, corridors, and staircases, office rooms, meeting rooms, F&B Outlets should be mopped with a disinfectant.
- For metallic surfaces such as door handles, security locks, keys, etc., use 70% alcohol to wipe down surfaces, and where the use of bleach is not suitable.
- Provide in high traffic areas a station with disinfecting products such as wipes.

XIII. KITCHEN

- Kitchens must be sanitised at after every service.
- Limit the number of staff to the minimum required.

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- All kitchen staff should wear disposable masks, gloves, and hairnets.
- If possible, work stations avoid staff facing each other.
- The menus should include more cooked food options rather than raw food.
- Ensure proper cleaning of vegetables, meats and all other materials that are required in the kitchen.
- Ensure all kitchen tools are sanitized after each use.

XIV. SUPPLIERS

- Suppliers are advised on how hotel staff members will accept goods and necessary protective gear.
- All supplies received have to be fully sanitized before entering the hotel facilities and walking freezers.

XV. MAINTENANCE

- The maintenance team must be well-informed about all risk prevention-related operating SOPs.
- Disinfect tools used in every shift.
- PPM rooms and indoor works should be done with maximum protection.
- Maintenance team should wear gloves and mask at all times.

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XVI. EMPLOYEES

- Advice employees to use masks in public transport.
- If using a private car, use mask in parking spaces.
- Employees should stay home in case that they have any symptoms or have been in contact with infected people.
- Hotel managers have protocols to proceed when an employee has the virus.

- CLOCK-IN/OUT

- For hotel staff, clock-in and clock-out, use a QR code method.
- Temperature check for all employees. Staff members with temperature more than 36-37,5°/ 98.6° F should be asked to go home.
- Uniform exchange daily should be the norm.
- It is forbidden to change uniforms with other staff members.
- Uniforms will need to be sanitised properly, with the steam press or heat iron.

- CHANGING ROOMS AND LOCKERS

- Ensure that there is no crowding on arrival nor at the lockers room.
- The changing room should be daily disinfected, have hand sanitizer and PPE stock.

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- CANTEEN

- It is important to avoid crowdings in the cafeteria area. You could organize the staff at the beginning of the shift according to occupancy levels and their responsibilities.
- The cafeteria area should be restricted to 33% of its capacity at any given time.

- STAFF ELEVATORS

- Ensure that safety instructions, including the number of employees allowed at one time, is placed inside the elevator and is easily visible.
- Ensure elevator floor buttons are regularly sanitized.
- Elevator floor must have markings with directions so that employees do not face each other and maintain social distancing norms.
- Keep one elevator dedicated to quarantine and evacuation of any possible suspected cases for both Guests and Associates.
- Install hand sanitizer dispensers on elevators entrance.
- Ensure regular health check-ups for employees. Hoteliers can have a well-equipped clinic operational facilities within the hotel with a health partner such as SGS.
- Have proper PPE equipment for the staff.
- Check all employee temperatures twice a day.

POSTCOVID19 FRAMEWORK HOSPITALITY INDUSTRY

- TRAINING

- Employees must be well-informed about all risk prevention-related operating SOPs.
- Use remote working for sales and marketing and office teams when possible.

Some principles to get started:

1. Take care of the building while is closed.
2. Staff emphasis on cleanliness above all.
3. Not returning full time.
4. For multi-property owners, open gradually.
5. Treat the current situation like a new hotel opening.
6. Conduct in-room maintenance assessments.
7. Contact suppliers well ahead.
8. Property Certification of cleanliness.
9. Moral, empathy and dedication to Staff.
10. Adapt to consumer demand and be flexible

If you wear a mask
then you must know
how to use it and
dispose of it
properly.

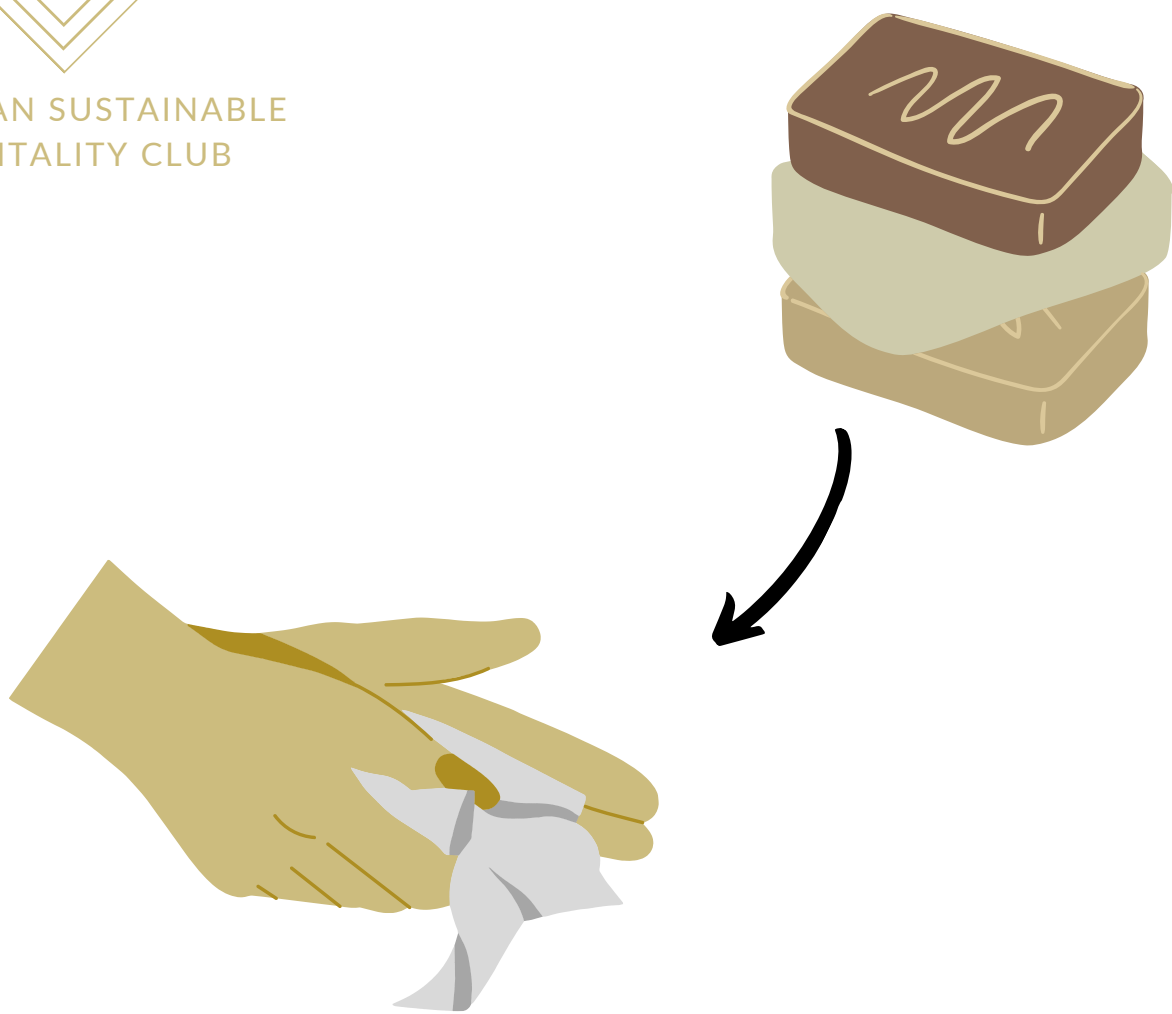


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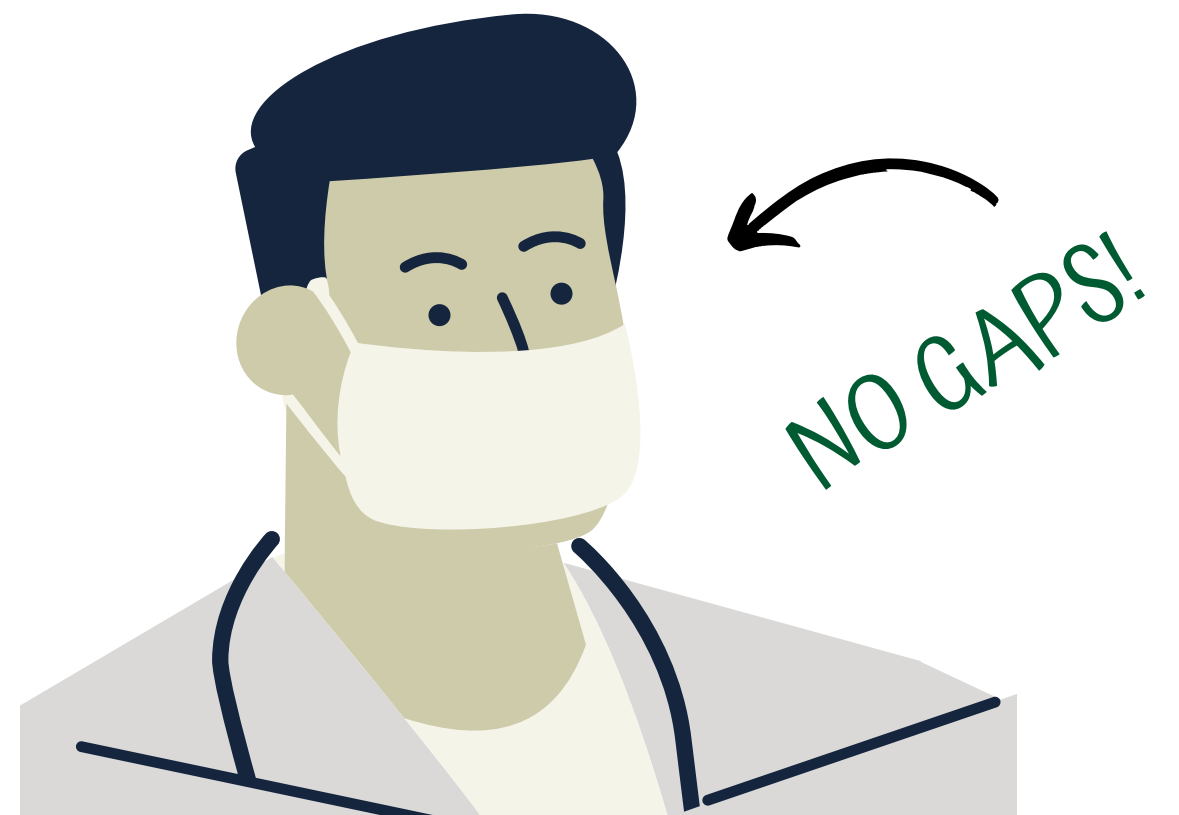
A GUIDE TO MASK USE



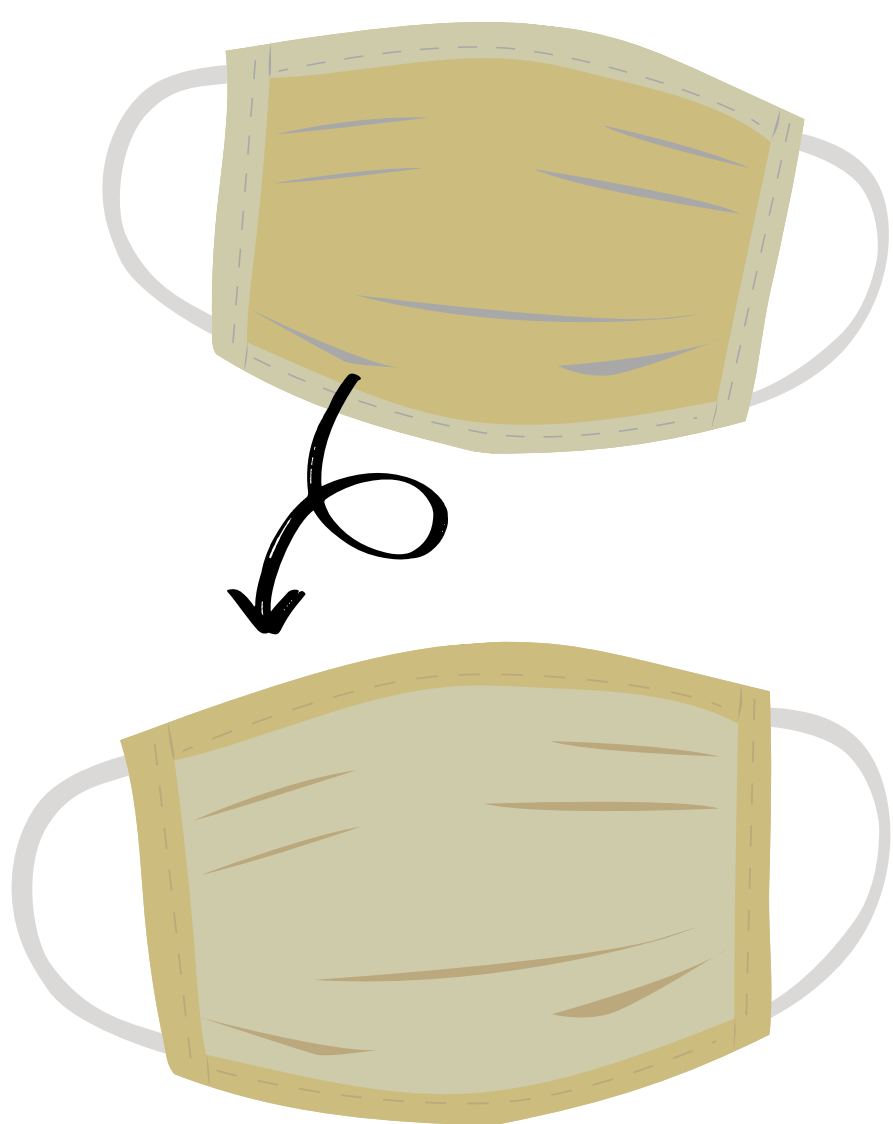
EUROPEAN SUSTAINABLE
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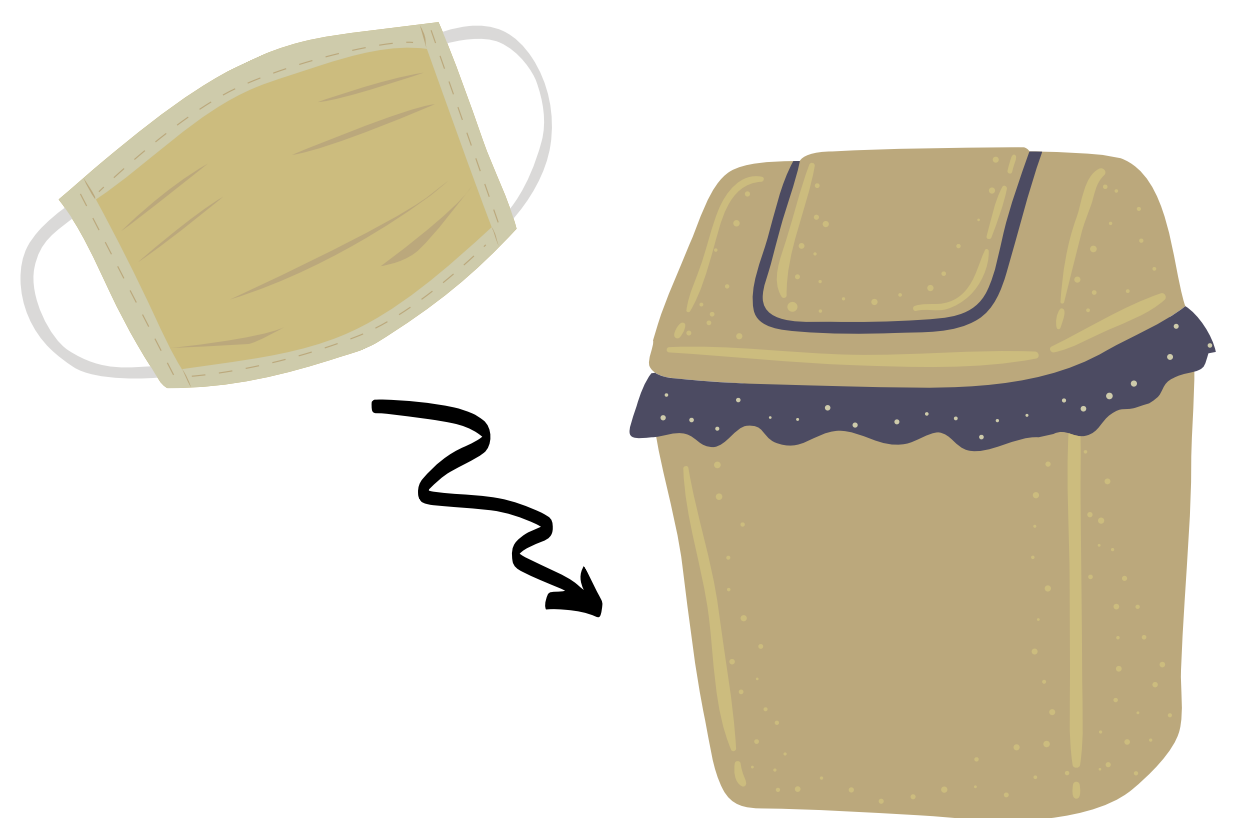
Before putting on a mask, clean hands with alcohol-based hand rub or soap and water.



Cover mouth and nose with mask and make sure there are no gaps between your face and the mask.



Replace the mask with a new one as soon as it is damp and do not re-use single-use masks.



To remove the mask: remove it from behind (do not touch the front of mask); discard immediately in a closed bin; clean hands with alcohol-based hand rub or soap and water.